

Library Needs Study

Prepared for Litchfield Council

Executive Summary

The Centre for Local Government at the University of Technology Sydney (UTS:CLG) has been engaged by Litchfield Council to undertake a needs study of library services. The objective of this needs study is to guide Council and the Northern Territory Library in their decisions and allocation of resources for the extension and operations of future library services in Litchfield.

This paper, intended for presentation to the Litchfield Council and NTL, provides a report on the study's findings. As such, it provides:

- Background information (including a review of relevant documents and literature, a demographic analysis, and spatial mapping);
- A review of the current situation (including benchmarking of current services and usage);
- An analysis of the engagement outcomes; and
- Recommendations for expanding library services for Council's consideration.

The study's findings suggest the Taminmin Community Library's existing services are not adequate to meet the community's needs, and there is general consensus as to the issues and best ways forward. Following is a summary of the findings in relation to each of the three aims articulated in the Project Plan:

Aim 1: Identify what library services the community needs

Stakeholders highly value the Taminmin Community Library's existing provision of a friendly and safe place for young people and seniors that fosters positive intergenerational outcomes. Further, they value its function as a hub for the Humpty Doo and rural Litchfield communities, and its local history collection.

Stakeholders have expressed need for a library service (or multi-user service) that meets the needs of the Litchfield community in its entirety, with particular reference to:

- Addressing childhood developmental vulnerability;
- Presenting and fostering engagement in a wide range of family, school holidays and seniors programming;
- Promoting digital literacy;
- Providing meeting and exhibition space; and
- Serving as a referral or access point for residents requiring financial, health or other services.

Moreover, they expressed need for a service with its own public entrance (rather than a shared entrance with the College), and contemporary, relevant collections and up-to-date technologies.

Aim 2: Identify whether existing services are adequate to meet this need

Existing services are not adequate to meet the identified needs, as the Taminmin Community Library does not have:

- Adequate space for the additional services identified;
- Adequate staff capability to deliver the additional services identified;
- Its own public entrance; or
- Contemporary, relevant collections and up-to-date technologies.

Aim 3: If the existing services are not adequate, provide options for the delivery of library services to meet the identified needs

Based on the aforementioned issues and evidence, five recommendations have been devised for Council's consideration. These recommendations have been divided into two sequential phases, reflecting the progression from localising and reviewing service provision to developing a new multi-user facility. A further discussion of these recommendations, including the rationale, implementation considerations and alternative options for each, is provided in section 5 (pp. 38-42).

Phase One: Localisation of Service Provision (6 Months)	
1	Litchfield Council to enter into a funding agreement with the Northern Territory Library and take carriage of library service provision from 1 June 2018 (after the expiration of current staff contracts)
Phase Two: Review of Service Provision (1-3 Years)	
2	Investigate opportunities to develop a mobile library service
Phase Three: Development of a New Multi-User Facility (3-5 Years)	
3	Develop a new multi-user facility with its own public entrance, either on the Taminmin College site or as part of a retail hub, with sufficient capacity for: (1) early development, digital literacy, school holidays and other programs; (2) meetings and exhibitions; (3) referral to and/or tenancy of services

The above recommendations are the product of the collation and synthesis of a large body of information, encompassing demography, Council documents and other documents, academic and practitioner literature, and the outcomes of engagement (including a community survey). This report details that journey, moving from background information, to a discussion of the current situation, an analysis of engagement outcomes, and finally a discussion of recommendations.

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1 Introduction

The Centre for Local Government at the University of Technology Sydney (UTS:CLG) was engaged by Litchfield Council to undertake a needs study of library services. The objective of this study was to guide Council and the Northern Territory Library (NTL) in their decisions and allocation of resources for the extension and operations of future library services in Litchfield. To that end, the study:

- Engaged with the Taminmin Community Library users, non-users and key stakeholders;
- Mapped library services and library opportunities;
- Identified partnership opportunities; and
- Investigated options for expanding library services.

Through the inception process, the following agreed aims, guiding principles, and outcomes of the study were determined:

- **Agreed Aims**
 - Identify what library services the community needs;
 - Identify whether existing services are adequate to meet this need; and
 - If the existing services are not adequate, provide options for the delivery of library services to meet the identified needs.
- **Agreed Guiding Principles**
 - Engage and consult with a wide range of stakeholders throughout the study; and
 - Respond to the needs and aspirations of both current the Taminmin Community Library users and future prospective library users.
- **Outcomes**
 - The study will assist Council and NTL to understand current and future need for library services;
 - The study will provide options in relation to models to deliver expanded library services, if required;
 - The study will provide a robust evidence base for seeking funding for the development of a new library facility in Litchfield, if required; and
 - The study will provide an analysis of the viability of the existing library service at Taminmin College.

This paper, intended for presentation to the Litchfield Council and NTL, provides a report on the study's findings. As such, it provides:

- Background information (including a review of relevant documents and literature, a demographic analysis, and spatial mapping);
- A review of the current situation (including benchmarking of current services and usage);
- An analysis of the engagement outcomes; and
- Recommendations for expanding library services for Council's consideration.

The UTS:CLG team for this project comprised: Professor Roberta Ryan, Project Director; Simonne Johnston, Project Manager; and Dr Chris Budhan, Project Consultant.

2 Background

2.1 Overview of the Taminmin Community Library

The Taminmin Community Library was opened at what was then Taminmin High School in 1983. In the absence of a local government at the time, the Northern Territory Government operated the service through NTL, a situation that has continued to the current day.

The Library is a joint-use school/community library. Most staffing is provided by NTL, with Taminmin College providing some staffing during school hours. Notably, there is currently no formal agreement in place between Taminmin College and NTL, nor between the NTL and Litchfield Council.

The Library provides a broad range of services, including:

- A collection comprising books, audiobooks, large print, magazines, newspapers, videos, DVDs and music CDs;
- The Litchfield local history collection;
- Computers and free wireless internet;
- Photocopying, printing and scanning;
- Children's activities, including nurserytime and storytime;
- Senior's morning tea activities, featuring guest speakers;
- Access to eResources via NTL consortia; and
- Access to housebound services.

2.2 Litchfield Council 2016-2020 Strategic Plan

Litchfield Council's *Strategic Plan 2016-2020 – Reviewed 2017 (2017)* includes the outcome "The provision of Library Services meets community needs" (p. 18) under the second priority, "A great place to live" (p. 18). It indicates that Council's role in this outcome is advocacy (and not service delivery, community engagement, revenue/fund, regulations, or partnering).

2.3 Litchfield Council 2017 Community Survey Report

The Litchfield Council *2017 Community Survey Report* (True North Strategic Communication, 2017) does not include any questions relating to library or communities. **Most respondents rated the Council's overall performance positively** (6% as excellent, 48% as good, and 38% as average); and **most indicated that they are proud to live in the area** (85% indicated that they are proud or somewhat proud).

Further, most respondents rated Council's ability to keep residents informed about local issues, projects and events as excellent or good (38%) or average (41%). When asked how they would like to be kept informed, 65% indicated that their preferred channel is social media, 43% email, 37% website, and 28% posters on community noticeboards.

2.4 Litchfield Survey Responses for the Connected Communities: Vision for Northern Library Public Libraries 2017-2023

An NT-wide survey was conducted as part of the development of the *Connected Communities: Vision for Northern Library Public Libraries 2017-2023* (NTL, 2017), and completed by 73 Litchfield-based respondents. UTS:CLG has analysed the comments using open coding (see Appendix A), identifying the following key themes:

- **Maintenance of existing strengths (n=57):** Many respondents expressed the view that the Taminmin Community Library is of exceptional public value, with particular reference to its staff, programs, local collection, and function as a local community hub. They seek the maintenance of these existing strengths.
- **Continuance (n=14):** Related to the previous theme, several respondents expressed concern about the potential closure of the Taminmin Community Library, and urged its continued existence.
- **Expansion of facility (n=50):** Many respondents indicated that the current facility is inadequate due to space and parking limitations. They requested the expansion of the facility to reduce crowdedness and noise, increase parking and accessibility, and allow for a wider range of activities and events.
- **New facility (n=16):** Related to the previous theme, several respondents advocated for a new, purpose-built library for Litchfield. They indicated that the growth of the Taminmin College, combined with the growth of the community, has given rise to an overcrowded facility that is meeting the needs of neither the College nor the broader community. Some of these respondents recommended a new, multi-purpose facility encompassing a library and other community amenities and services; and some recommended a new facility on the same Taminmin College site as the current facility.
- **Expansion of collection (n=49):** Many respondents indicated need for expansion of the Library's collection, with particular reference to fiction and recent publications.
- **Expansion of digital services (n=34):** Many respondents indicated need for expansion of the Library's digital services, specifically: an increase in both the quantity and quality of computers; faster internet service; more power points for laptops, and new and emerging technology (e.g. 3D printers).
- **Expansion of program (n=30):** Many respondents requested expansion of the Library's program, with particular reference to children's activities, senior's activities, computer classes, and lifelong learning opportunities generally.
- **Increased community engagement (n=16):** Respondents acknowledged the Library's important role as a local community hub for residents of all ages, backgrounds and abilities, and urged the continued expansion of this function (e.g. through greater engagement with young adults, sporting club members, and other underrepresented segments).
- **Expansion of outreach services (n=12):** Respondents indicated that the Library is not accessible to many residents due to lack of public transport and seniors' mobility limitations. They encouraged expansion of the Library's outreach and housebound services, and the development of a later bus service for students.
- **Organisation of collection (n=3):** A few respondents made suggestions to improve the organisation of the Library's collection, specifically: increase access to books on low shelves by raising them and/or increasing light so that they can be seen more easily; and consider relocating the College's text books to another area of the College (and removing the associated partitioning wall) to increase space.

These findings suggest that the Taminmin Community Library is a highly-valued community asset, due in part due to its excellent staff, programs, local collection, and function as a local community hub. Further, the findings suggest that it's much more than a traditional library, and serves as a general community centre that contributes to local capacity, identity and resilience through building networks and relationships.

However, the findings also suggest that the community and Taminmin College have outgrown the Library, and that there is need for an expanded or new facility. Moreover, they suggest the need for this expanded or new facility to serve as a multi-purpose community centre, encompassing a library as well as other community amenities and services; and the need for expansion of the collection and digital offerings to achieve parity with other libraries.

2.5 Policy and Literature Review

2.5.1 Overarching Vision for Libraries in NT

Connected Communities: Vision for Northern Library Public Libraries 2017-2023

The *Connected Communities: Vision for Northern Library Public Libraries 2017-2023* (NTL, 2017) outlines “the ways in which the Northern Territory Government will continue to support public library services into the future, and the ways in which NTL will continue to work in partnership with local governments to deliver library services for all Territories” (p. 2).

The Vision articulates the principles that will inform the development of NT’s public libraries:

- **Access for all:** *All Territorians, no matter where they are located, should have access to library services. Where access to a physical library building is not feasible, services should be provided through a mix of digital and outreach services and through partnerships with other local service providers. Core library services should be free to the community and not dependent on the ability to pay.*
- **Responsive to local community needs:** *The type and scope of library services required, including opening hours, depends on the needs and desires of the community it is serving. One size does not fit all. Libraries provide a platform for individual and community development and should provide opportunities for local organisations, community groups and businesses to utilise their spaces and resources.*
- **Inclusive services:** *Library services should support the diversity of Territory communities and ensure that services are accessible for people with different languages and cultural backgrounds, for people of all ages and abilities.*
- **Respect for Aboriginal culture:** *Libraries should support the continued strengthening of Aboriginal languages and cultures.*
- **Customer focused:** *People should enjoy their visit to the library, feel comfortable in the spaces and supported by staff.*
- **Innovative solutions and partnerships:** *With a clear focus on community requirements and outcomes, libraries should explore new opportunities to deliver services, particularly through partnerships with other community organisations and expansion of online services.*
- **Effective and efficient services:** *Libraries should ensure that public funding is used to deliver community benefits and outcomes effectively and efficiently through the development of a culture of evaluation and evidence-based decision making. NTL should provide centralised Territory-wide services where this is the most effective and efficient solution.*
- **Sustainable services:** *Funding and service delivery frameworks should be developed to ensure that they are sustainable into the future.*
- **Effective network:** *The Northern Territory public library network is strengthened through collaboration, communication and shared skills development between library services. (p. 5)*

Comprehensive stakeholder consultation was undertaken as part of the development of this document, in part through an NT-wide survey. The key findings of this consultation centralised on both library operations, as well as the PLFA. Overarching themes include:

- **Public Library Funding Agreement**
 - Governance, Roles and Responsibilities
 - Funding Pool
 - Service Delivery Standards

- **Library Operations**

- Collections
- Learning and Programs
- Technology
- Staffing and Services
- Spaces and Places

2.5.2 Australian Public Libraries Statistical Report 2014-2015

The *Australian Public Libraries Statistical Report* (SLQ, 2016) identifies and measures the usage and activities of Australia's public library services, and highlights the range of services provided by public libraries across the National State and Territory libraries.

Following is a summary of the report's key findings:

- *1,631 public library service points and outlets with 1,392 branches, 77 mobiles and 162 other outlets.*
- *Over 166.7 million items were lent to 8.2 million members of Australia's public libraries.*
- *Over 114 million customer visits annually, or more than 9.5 million per month.*
- *Over 38 million items (1.6 items per person) were made available for the use of the community and over \$130 million was spent on ensuring that these collections remain up to date and relevant.*
- *Total expenditure on public libraries has increased from \$954 million in 2010-2011 to over \$1.14 billion in 2014-2015, representing a 19.6% increase. Expressed on a per capita basis, funding for public libraries has increased by 13.8% over the same period to \$48.00.*
- *Library programs totalled over 194,000 with attendance of over 5.8 million. (p. 4)*

The report finds that the great majority of Australia's public libraries are operated by local governments under standalone and regional management models. More specifically, it finds:

- **NSW:** *Public library services in New South Wales include a mixture of independent (or stand alone) library services operated by a single local government authority and regional libraries where neighbouring local councils have entered into an agreement under the Library Act to provide a combined service. All 152 local councils in NSW have adopted the Library Act 1939. (p. 20)*
- **Queensland:** *State Library of Queensland partners with local government to provide library services for more than 320 public libraries and Indigenous Knowledge Centres throughout the state, and with heritage and cultural organisations throughout the state, contributing to the cultural, social and intellectual development of all Queenslanders. State Library supports these local governments through annual grants, support services and specialised collections, access to Queensland wide electronic databases and the operation of the Rural Library Queensland (RLQ) Scheme. (p. 22)*
- **Victoria:** *Victoria has 47 public library services. There are 34 services operated by individual councils, 10 regional library corporations which provide services for a number of councils, two shared library services and the Vision Australia Information and Library service which provides services to the print-impaired. Throughout Victoria there are 262 branch libraries, 27 mobile libraries and 27 other service points. (p. 23)*
- **Western Australia:** *There are 140 local governments in Western Australia, including Christmas Island and the Cocos (Keeling) Islands, operating most of the State's 231 public libraries. In addition, some other government and non-government organisations are recognised as "participating bodies" and they provide services to particular communities and institutions. (p. 24)*

Whilst it is not stated in this report, Taminmin Community Library is the only public library in NT within a local government area that is not operated by a local government. Nhulunbuy Community Library is the only other public library in NT that is operated by NTL directly, and it is not within a local government area.

Further, the report provides a summary of public libraries' income and expenditure by state:

Figure 1: 2014-2015 Public Libraries Financial Data by State – Rounded (SLQ, 2016)

2014-2015	ACT	NSW	NT	QLD	SA	TAS	VIC	WA	Aus.
INCOME									
Operational funding – Australian government					\$151k		\$472k	\$239m	\$861k
Operational funding - State government	\$10.4m	\$25.4m	\$6.4m	\$18.6m	\$24.3m	\$22.2m	\$38.3m	\$715.7m	\$146.2m
Operational funding - Local government		\$3.6m	\$3.8m	\$182.8m	\$64.6m		\$183.4m	\$108.5m	\$546.8m
Capital funding - Australian government					\$243k		\$520k		\$763k
Capital funding - State government	\$2.2m	\$3.0m			\$569k	\$1.9m	\$2.0m	\$21k	\$9.7m
Capital funding - Local government		\$643k	\$90k	\$29.8m	\$2.1m		\$21.8m	\$1.8m	\$56.3m
Sponsorship		\$82k			\$56k			\$57k	\$195k
Other income	\$846k	\$7.3m	\$413k	\$6.1m	\$2.1m	\$1.9m	\$9.4m	\$3.0m	\$31.0m
Total income	\$13.4m	\$40.0m	\$10.7m	\$237.2m	\$94.1m	\$26.0m	\$256.0m	\$114.4m	\$791.8m
EXPENDITURE									
Wages and salaries	\$7.7m	\$187.1m	\$6.9m	\$118.0m	\$55.3m	\$18.3m	\$149.0m	\$71.9m	\$614.2m
Staff training			\$49k		\$219k			\$393k	\$661k
Operating and corporate expenses	\$3.9m	\$135.4m	\$2.4m	\$63.5m	\$30.4m	\$4.8m	\$43.9m	\$36.6m	\$321.0m
Expenditure on printed library materials	\$1.7m	\$24.2m	\$620k	\$20.5m	\$7.9m	\$1.7m		\$11.4m	\$68.0m
Expenditure on non-printed library materials		\$5.3m	\$359k	\$4.9m	\$2.0m	\$304k		\$2.2m	\$15.2m
Expenditure on digital library materials	\$228k	\$3.6m	\$226k	\$6.2m	\$636k	\$415k		\$1.7m	\$13.0m
Total expenditure on library materials	\$2.0m	\$33.1m	\$1.2m	\$31.6m	\$10.6m	\$2.4m	\$33.9m	\$15.4m	\$130.1m
Capital expenditure		\$7.5m	\$145k	\$15.7m	\$3.6m	\$1.9m	\$23.4m	\$1.9m	\$54.1m
Other expenditure			\$5k		\$2.9m		\$3.4m	\$15.0m	\$21.3m
Total expenditure	\$13.6m	\$363.1m	\$10.7m	\$228.7m	\$103.0m	\$27.4m	\$253.6m	\$141.2m	\$1,141.3m

Based on this data, in 2014-15 local governments contributed 36.5% of total public library income in NT (\$3,834,244 operational funding and \$89,717 capital funding out of \$10,745,930 total income), and 76.2% across Australia. Further, in that year in NT, operational and capital expenditure accounted for 98.7% and 1.3% respectively of total public library expenditure.

Finally, the report finds that total public library expenditure per capita in NT was \$43.60 in total, and \$38.67 excluding library materials, in 2014-15. Adjusting for inflation, this is equivalent to \$44.82 and \$39.75 respectively in 2016-17.

2.5.3 Contemporary Issues in Library Service Provision

A preliminary literature review has identified three contemporary trends in library service provision that are relevant to the Litchfield context: (1) Library 2.0, in which libraries are becoming more technologically sophisticated and interactive; (2) responses to cultural diversity, in which libraries are increasingly servicing culturally- and linguistically- diverse communities; (3) support of social inclusion, in which libraries are increasingly servicing disenfranchised members of society; and (4) contemporary design elements, to be considered in the development of contemporary library buildings and services.

Library 2.0

According to “Library 2.0 Theory: Web 2.0 and Its Implications for Libraries” (Maness, 2006), a theory for Library 2.0 could comprise the following four elements (p. 1):

It is user-centered. Users participate in the creation of the content and services they view within the library's web-presence, OPAC, etc. The consumption and creation of content is dynamic, and thus the roles of librarian and user are not always clear.

It provides a multi-media experience. Both the collections and services of Library 2.0 contain video and audio components. While this is not often cited as a function of Library 2.0, it is here suggested that it should be.

It is socially rich. The library's web-presence includes users' presences. There are both synchronous (e.g. IM) and asynchronous (e.g. wikis) ways for users to communicate with one another and with librarians.

It is communally innovative. This is perhaps the single most important aspect of Library 2.0. It rests on the foundation of libraries as a community service, but understands that as communities change, libraries must not only change with them, they must allow users to change the library. It seeks to continually change its services, to find new ways to allow communities, not just individuals to seek, find, and utilize information.

Responses to Cultural Diversity

According to “Academic Library Responses to Cultural Diversity: A Position Paper for the 1990s” (Trujillo & Weber, 1991), libraries may improve their responses to cultural diversity through the “recruitment of professional and support staff, changing the composition of management, the role of the library director, developing internships and mentoring, marketing the library, and building library collections”.

Support of Social Inclusion

According to “A trip to the library: homelessness and social inclusion” (Hodgetts et al, 2008), “homeless and housed people can and do cohabitate in the library” (p. 950) and “this cohabitation exists within a broader symbolic and political context and is textured by tensions around appropriate behaviour, inclusion, and understanding” (p. 950).

Contemporary Design Elements

The publication *21st Century Libraries: Changing Forms, Changing Futures* by Building Futures (2004) identifies ten design elements to be considered in the development of contemporary library buildings and services. These are summarised in the figure below.

Figure 2: Contemporary Library Design Elements (Building Futures, 2004)

Design Element	Description
Establishing the appropriate ethos	Libraries in particular locations may present themselves to the public in specific ways and with specific programmes: whether as life-long learning centres, as cultural market-places, as settings for new kinds of aspirational lifestyles, as agencies of public information and welfare rights, or as community facilities and meeting places.
The library as a second home	The relationship between the library and the home is changing, as more library catalogues go online, enabling people to order, reserve or renew library stock, and even belong to electronic newsgroups established by libraries for particular educational or cultural interest groups.
A window on the world	Historically libraries have offered people a chance to escape, to explore other worlds through books, journals, and forms of self-education, and their design and architecture often reflected this.
Time-tabling access and circulation	Another important consideration with regard to library design, is the need to be able to section off or close some areas at different times of the day or night to meet other needs, particularly when library services are shared with other services; or the provision of community meeting rooms, where access to toilets and catering facilities is required without having to open up a whole building.
The library as a public space (and place)	Historically, library design has emphasised its public nature, with imposing entrances, high ceilings and domed roofs, but also with a pronounced relationship to the street outside.
Finding a way through the labyrinth	By their very nature, libraries are full of signs and references to arcane classificatory systems, often confusing to lay readers.
Designing in (and out) technology	All library facilities, of whatever size, will need to incorporate ICT and online services.
Handling conflicting needs and interests	Because of the wide range of people using libraries, conflicts of expectations and use may occur.
Family-friendly design	Amongst the most loyal groups of library users are parents with young children and the elderly.
Security issues	Library stock-holdings are public goods, and have to be protected from theft.

Good practice guidance on social infrastructure provision

In addition to a review of library-related literature, a broader search of good practice guidelines and frameworks for social infrastructure provision was conducted. The key themes from this review are summarised in the figure below.

Figure 3: Good Practice Guidance on Social Infrastructure Provision

Key Themes	Principles	References
Co-location of facilities Community 'hubs' 'Hub and Spoke' model	<ul style="list-style-type: none">• General policy trend towards co-locating facilities and sharing resources and space.• Community hubs may be a single building or several buildings within close proximity that can form an accessible service and activity network linked to other major activity areas in order to share resources, audiences and target groups.• Multi-purpose and multi-functional spaces and places that can be used for a wide range of community uses and can be adapted to changing community uses over time.• Community hubs provide opportunities for service delivery such as recreation services, Maternal and Child Health, aged and disability services or libraries.• Best practice hubs identified by one study were typically based on a hub and spoke model with larger scaled facilities offering a district/regional function, and smaller satellite hubs located at the neighbourhood level. Alternatively, hubs were based on type/use (e.g.: lifelong learning and education, health and aged care hubs or social recreation).	<i>Community Facilities Guidelines</i> , QLD Government Department of Infrastructure, Local Government and Planning, 2015 <i>Community Infrastructure Implementation Framework</i> , City of Melbourne <i>Parramatta Road Open Space and Social Infrastructure Report, Urban Growth NSW</i> , September 2015

<p>Location of community facilities</p>	<ul style="list-style-type: none"> • Encourage the design and development of community facilities as part of neighbourhood centres, such as retail strips. • Planning, development and procurement of community facilities should consider all opportunities for integration with and into other government and non-government developments occurring within the precinct. • Neighbourhood level facilities co-located with activity nodes or on main streets provided good access to residential populations, and contributed to a vibrant and safe street life. • Community facilities should be located in highly visible locations in centres within walkable catchments, with good access to public transport, shops and meeting places and spaces to encourage social gathering and community building. • Community facilities should be: <ul style="list-style-type: none"> - Clustered along main or circulation street frontage, in activity centres - Accessible by public transport 'nodes' and connected by pedestrian and cycle network (within 400m) day or night - Located to minimise the distance of the nearest catchment population or identified clusters of need (within 400 m) - Located near other services that users visit regularly and provide the opportunity for cross referral amongst service providers - Service highly visible from road or surroundings or appropriate access signage well defined - Able to accommodate bus, car parking for disability requirements and safe loading zones, where appropriate for intended use within the site. 	<p><i>Community Infrastructure Implementation Framework, City of Melbourne</i></p> <p><i>Community Infrastructure Development Framework, City of Melbourne, 2014</i></p>
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Design of community facilities	<p>Factors to consider in the design of community facilities include:</p> <ul style="list-style-type: none"> • Contribution to the public domain and sense of place - integration with streets and footpaths, connection with adjoining buildings and spaces, creation of small public spaces to avoid unused spaces, contribution to public safety. • Response to the environmental context - incorporate or reflect local cultural places or natural features, enhance local landscapes, reflect vernacular built form, materials visibility and accessibility - connectivity signage for wayfinding, signage to identify uses of a facility, adequate lighting; and • Function - flexible design that also considers the needs of people with disabilities, children, young people and older people, adequate storage for multiple uses, car parking, bicycle storage. 	<p><i>Community Facilities Guidelines</i>, QLD Government Department of Infrastructure, Local Government and Planning, 2015</p>
Approaches to planning for community facilities	<ul style="list-style-type: none"> • Apply a preferred facility response by identifying particular needs of the community, and encourage partnership with state, local government and communities. • Existing adjacent social infrastructure is important to consider – collaborative, integrated and evidence based social infrastructure planning in the renewal context can bring opportunities to improve and renew facilities. • Stakeholder engagement and capacity analysis, (including trends, usage levels, user preferences, quality, shared / multi use, co-location and any opportunities for augmentation). 	<p><i>Sydenham to Bankstown Social Infrastructure Study</i>, NSW Department of Planning and Environment, September 2015</p>

2.5.4 Management Models and Future Scenarios

Management Models

According to Hunting, Ryan and Dowler (2015), there are three types of regional library management models: standalone; regional; and cooperative. Each of these models, summarised in the figure below, has a distinctive profile of benefits and limitations/challenges. They informed stakeholder consultation regarding future opportunities a collaborative approach to library service delivery in the Litchfield-Palmerston area.

Figure 4: Regional Library Management Models (Hunting, Ryan & Dowler, 2015)

Type of Model	Benefits	Limitations/Challenges
Standalone	Autonomy to set strategy	Fewer opportunities for economies of scale
	Local identity/branding	Limited access to additional/new resources
	Accessibility of library to local community	Less purchasing power
	Often a strong focus for elected members	Staff isolation and lack of capacity building opportunities

Regional	<p>Potential to provide more and/or better services or programs</p> <p>Greater opportunities for scale economies and cost effectiveness across all subservices</p> <p>Access to wider resources with a regional collection of library services</p> <p>Standardised library system management</p> <p>Regional status strengthens grant applications</p> <p>Greater opportunity to provide a more equitable service over a larger service area (e.g. through one-card library access for residents at a wider range of libraries)</p> <p>Stronger opportunities for the professional development and capacity building of library staff</p>	<p>Complexity of service provision across a range of local governments when combining different budgets, organisation structures and staffing arrangements</p> <p>Potential threat to viability of model through withdrawal of one or more local governments over time</p> <p>Tensions around autonomy and identity i.e. some local governments feel the 'branding' of a collaborative model dilutes their identity as a service provider</p> <p>Perception of less control over direction setting and programs and services tailored to local needs</p> <p>Potential for disagreements in the future</p> <p>Changes in politics/policies of local governments over time</p> <p>Distances between local governments in rural areas</p> <p>Loss of flexibility and responsiveness to community needs</p> <p>Perception that regional arrangements do not provide value for money</p> <p>Cost split between larger and smaller local governments sometimes perceived as being inequitable (from an expense/capital viewpoint) although usually agreed on per capita calculations</p>
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Cooperative	Potential to provide more and/or better services or programs	Potential threat to viability of model through withdrawal of one or more local governments over time
	Opportunities for scale economies and cost effectiveness in some subservices	
	Access to wider resources with a larger collection of library services	Potential for disagreements in the future
	Usually a standardised library system management	Changes in politics/policies of local governments over time
	Regional status potentially strengthens grant applications	
	Opportunity to provide a more equitable service over a larger service area e.g. through one-card library access for residents at a wider range of libraries	
	Potential opportunities for the professional development and capacity building of library staff	
	Perception that local identity of libraries is retained than it might be under a regional model	

Future Scenarios

The publication *21st Century Libraries: Changing Forms, Changing Futures* by Building Futures (2004) identifies five future scenarios for library buildings and services: The New Civic Landmark; The Retail Model; The Young People's Library; The Neighbourhood Lifelong Learning Centre; and The Themed Library or Joint Venture. Each of these scenarios, summarised in the figure below, responds to different needs and aspirations. They informed stakeholder consultation regarding the future direction of library buildings and services in the Litchfield area.

Figure 5: Future Scenarios for Library Buildings and Services (Building Futures, 2004)

Future Scenario	Description
The New Civic Landmark	<p>PROGRAMME: likely to house extensive archives and reference materials, local history materials, a wide range of books and audio-visual materials, meeting rooms for exhibitions, events and ceremonial functions, coffee bar and 'home-from-home' reading room, large-scale computer access.</p> <p>PLACE: a town or city centre building, a great people-attractor, facing on to a main square or public space.</p> <p>PHYSICAL ATTRIBUTES: possibly designed by a signature architect, needs to create an important public presence in the townscape.</p>

The Retail Model	<p>PEOPLE: more likely to be aimed at people with high levels of interest in borrowing books, CDs, DVDs – shoppers and city centre workers - as well as wanting internet access, who see this as a public contribution to consumer lifestyles.</p> <p>PARTNERSHIPS: this might well be developed in partnership with a major retail developer, keen to add staying power and cultural weight to the town centre retail experience.</p> <p>PROGRAMME: mainly borrowing or browsing information, educational and entertainment materials.</p> <p>PLACE: wherever high footfall and retail developments occur.</p> <p>PHYSICAL ATTRIBUTES: could be a fitted out shell, or former retail unit. It has to have a big storefront presence with high visibility and transparency. Interior decor would borrow much from multi-media retailing, as well as having reading lounges and listening posts.</p>
The Young People's Library	<p>PEOPLE: targeted at children and young people, with issues of child safety and security to the fore.</p> <p>PARTNERSHIPS: could be developed in conjunction with government programmes such as Sure Start, education and / or youth services.</p> <p>PROGRAMME: emphasis on early learning materials, story-telling, toy library, group visits, along with listening booths, homework centres and individual study spaces, and coffee-lounge facilities for teenagers. There would be a different ambience during school hours to after-school and early evening use.</p> <p>PLACE: could be a modern attachment to an existing library building, but needs to be located close to other town centre facilities.</p> <p>PHYSICAL ATTRIBUTES: bright and inviting on the outside, carefully planned inside so that very different activities – story-telling, studying, watching video monitors, coffee bar ambience - can co-exist without conflict. It could be attached to a school, or community centre.</p>
The Neighbourhood Lifelong Learning Centre	<p>PEOPLE: serving people who may be spending most of their time at home, but who need drop-in facilities locally: those involved in child-care, those working at home, retired people.</p> <p>PARTNERSHIPS: likely to be developed in partnership with neighbourhood renewal initiatives, adult education and employment training schemes.</p> <p>PROGRAMME: a drop-in crèche, community meeting rooms, photo-copier, a smaller range of books and other materials, but direct access to the complete library book and audio-visual catalogue online.</p> <p>PLACE: welcoming, business-like atmosphere, clear opening times, explicit facilities and events programme.</p> <p>PHYSICAL ATTRIBUTES: development of existing branch library, redundant shop or church building, integrated into local transport and institutional networks.</p>

The Themed Library or Joint Venture

PEOPLE: targeted at a particular social and demographic group whose needs are not currently being met or are the concern or target group of other public agencies.

PARTNERSHIPS: health services, social services, children's services, schools, (in the case of March Library, wedding registry services), arts and museum services, religious organisations.

PROGRAMME: the programme will clearly reflect the interests of other partners, whether this is a museum or gallery service (thus creating an 'arts library' or 'museum library'), or health and welfare services.

PLACE: this might be a library service extension to an existing health centre, gallery or museum or a joint new-build.

PHYSICAL ATTRIBUTES: the design would reflect the ethos of the major partners and the facilities they wish to provide.

2.6 Demographic Analysis

Since 2006, Litchfield has experienced rapid growth in population (53.4% increase) and median weekly household income (74.5% increase). Relative to NT, it has a higher median age (37 compared to 32), and a higher median income (\$2,228 compared to \$1,983). It has a smaller but rapidly-growing Aboriginal population (9.7% compared to 12.8%, up from 6.0% in 2006). Further, it has a smaller but growing culturally- and linguistically- diverse community. English is the only language spoken at home by 74.8% of residents (compared to 58.0% for NSW), down from 83.2% in 2006.

Figure 6: Litchfield LGA - ABS Code LGA72300

	2016	2011	2006	% Change 2006-2016
Estimated Resident Population	25,238	-	-	-
Official Population	23,855	18,620	15,554	53.4%
Male	14,169 (59.4%)	10,127 (54.4%)	8,543	65.9%
Female	9,689 (40.6%)	8,493 (45.6%)	7,011	38.2%
Median age	37	36	36	2.8%
Aboriginal and/or Torres Strait Islander population	2,309 (9.7%)	1,340 (7.2%)	941 (6.0%)	245.4%
English only spoken at home	17,816 (74.8%)	15,306 (82.2%)	12,940 (83.2%)	37.7%
Has need for assistance	550 (2.3%)	430 (2.3%)	308 (2.0%)	78.6%
Families	5,113	4,452	3,772	35.6%
All private dwellings	8,427	7,402	6,233	35.2%
Average people per household	2.9	2.8	2.8	35.7%
Median weekly household income	\$2,228	\$1,760	\$1,311	74.5%
Median monthly mortgage repayments	\$2,400	\$2,167	\$1,300	84.6%
Median weekly rent	\$400	\$300	\$170	235.3%

In 2011, Litchfield was the second-least disadvantaged local government area in NT after Darwin.

Figure 7: Index of Relative Socio-Economic Disadvantage - Local Government Areas in NT (.id, 2013)

Area	2011 index (lower is more disadvantaged)
Unincorporated NT	1,039.4
Darwin (C)	1,034.6
Litchfield	1,030.4
Palmerston (C)	1,018.1
Alice Springs (T)	1,005.6
Wagait (S)	983.6
Katherine (T)	939.9
Coomalie (S)	885.1
Barkly (S)	680.0
West Arnhem (S)	658.7

Since 2009, Litchfield has experienced a significant increase in children who are developmentally vulnerable, with the percentage who are developmentally vulnerable across one or more domains increasing from 26.8% to 36.9%, and across two or more domains increasing from 11.1% to 19.7%. Whilst developmental vulnerability across one or more domains is slightly lower in Litchfield than the NT average (36.9% compared to 37.2%), it is significantly higher than the Australian average (22%).

Figure 8: Percentage of Children Developmentally Vulnerable in Litchfield (AEDC, 2015)

Percentage of Children Developmentally Vulnerable (AEDC, 2015)							
2015 - Area	Physical	Social	Emotional	Language	Comm.	Vuln on 1+ domain	Vuln on 2+ domains
Australia	9.7	9.9	8.4	6.5	8.5	22	11.1
NT	15.9	18.5	15.5	21.5	16.2	37.2	23.1
Litchfield	19.4	19	17.9	10.4	7.9	36.9	19.7
Litchfield - Year	Physical	Social	Emotional	Language	Comm.	Vuln on 1+ domain	Vuln on 2+ domains
2009	12.7	14.8	10.5	9.2	7.9	26.8	13.1
2012	8.4	11.3	7.1	6.7	6.3	20.9	9.2
2015	19.4	19	17.9	10.4	7.9	36.9	19.7
2009 vs 2012	-4.3	-3.5	-3.4	-2.5	-1.6	-5.9	-3.9
2012 vs 2015	11	7.7	10.8	3.7	1.6	16	10.5
2009 vs 2015	6.7	4.2	7.4	1.2	0	10.1	6.6

2.7 Spatial Maps

To inform stakeholder consultation regarding current and future library buildings and other social infrastructure in the Litchfield and surrounds, spatial maps were developed to visualise current facilities and hubs in relation to population and socio-economic conditions. These maps suggest that the Taminmin Community Library is appropriately positioned in a central area of the Litchfield LGA with a concentrated population that is experiencing socio-economic disadvantage.

The community survey (discussed in section 4.3) found that the majority of respondents (55%) were willing to travel 10-20 minutes to access library services. Nearly 90% of Litchfield's residents (20,906) and 18 of its localities are within 20 minutes of the Taminmin Community Library; and an additional 1.7% of residents are within 20 minutes of Palmerston Library.

See the pages that follow.

Figure 9: Spatial Map of Social Infrastructure and Population in Litchfield and Surrounds

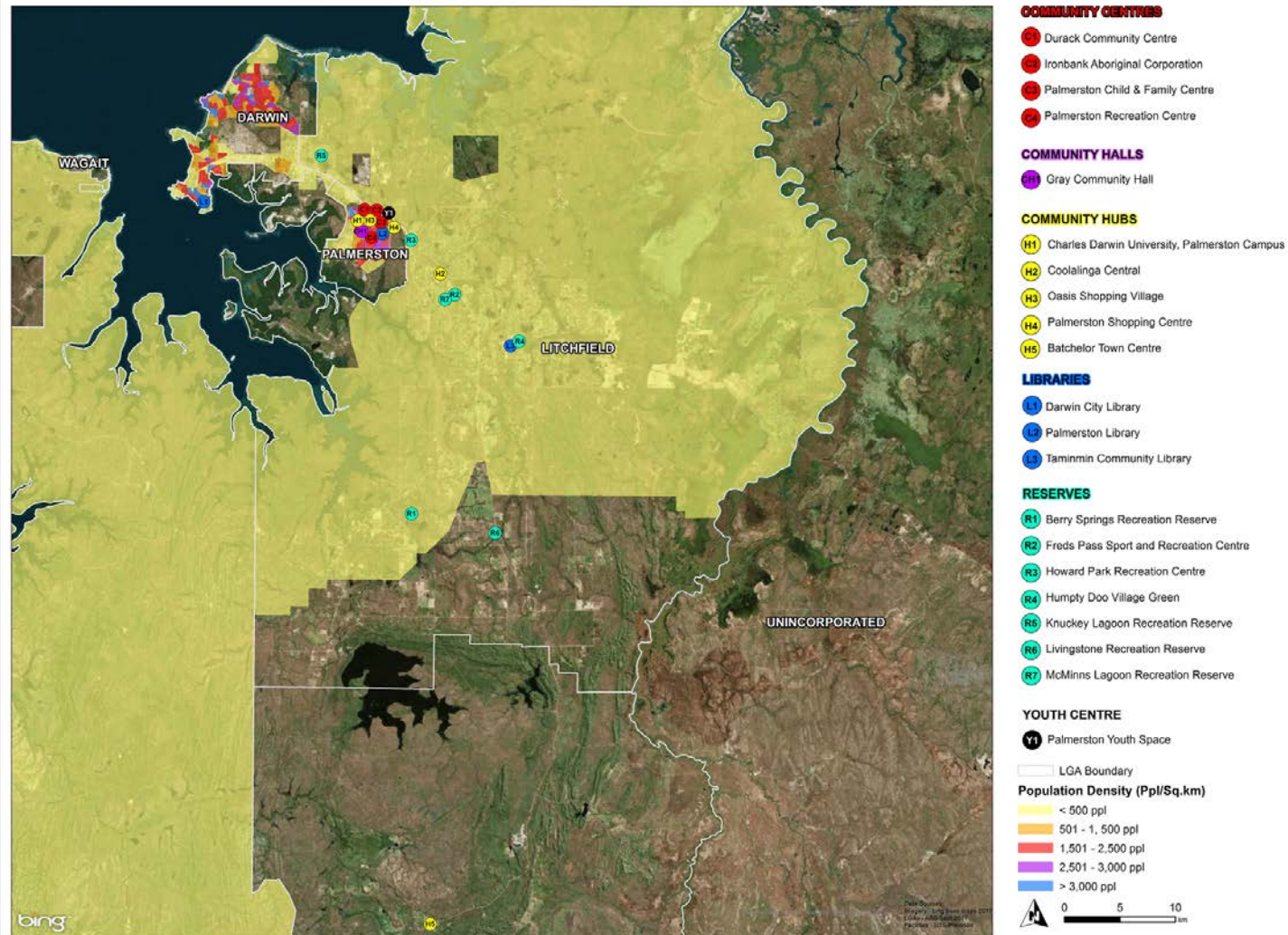
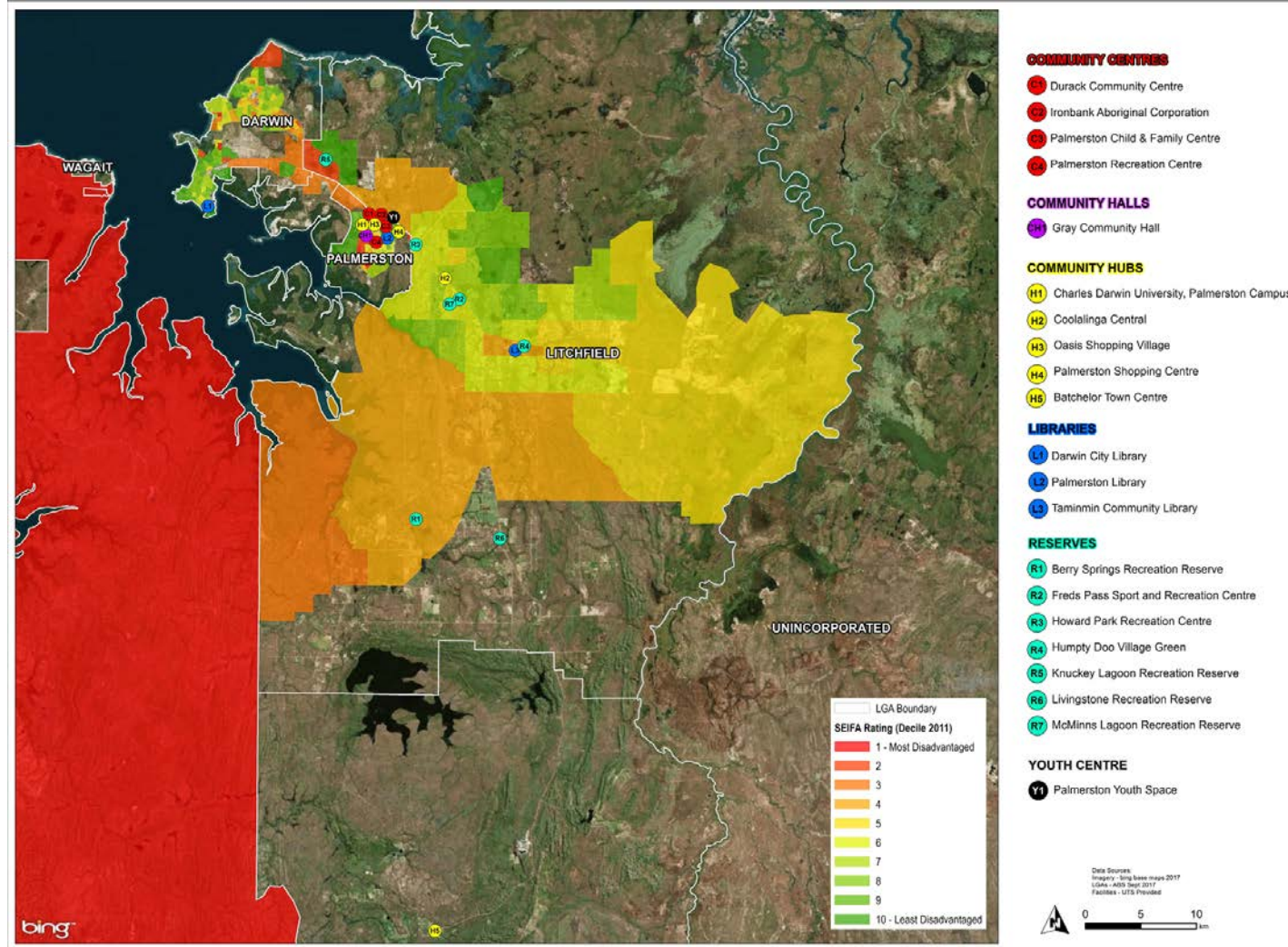


Figure 10: Spatial Map of Social Infrastructure and Socio-Economic Disadvantage in Litchfield and Surrounds



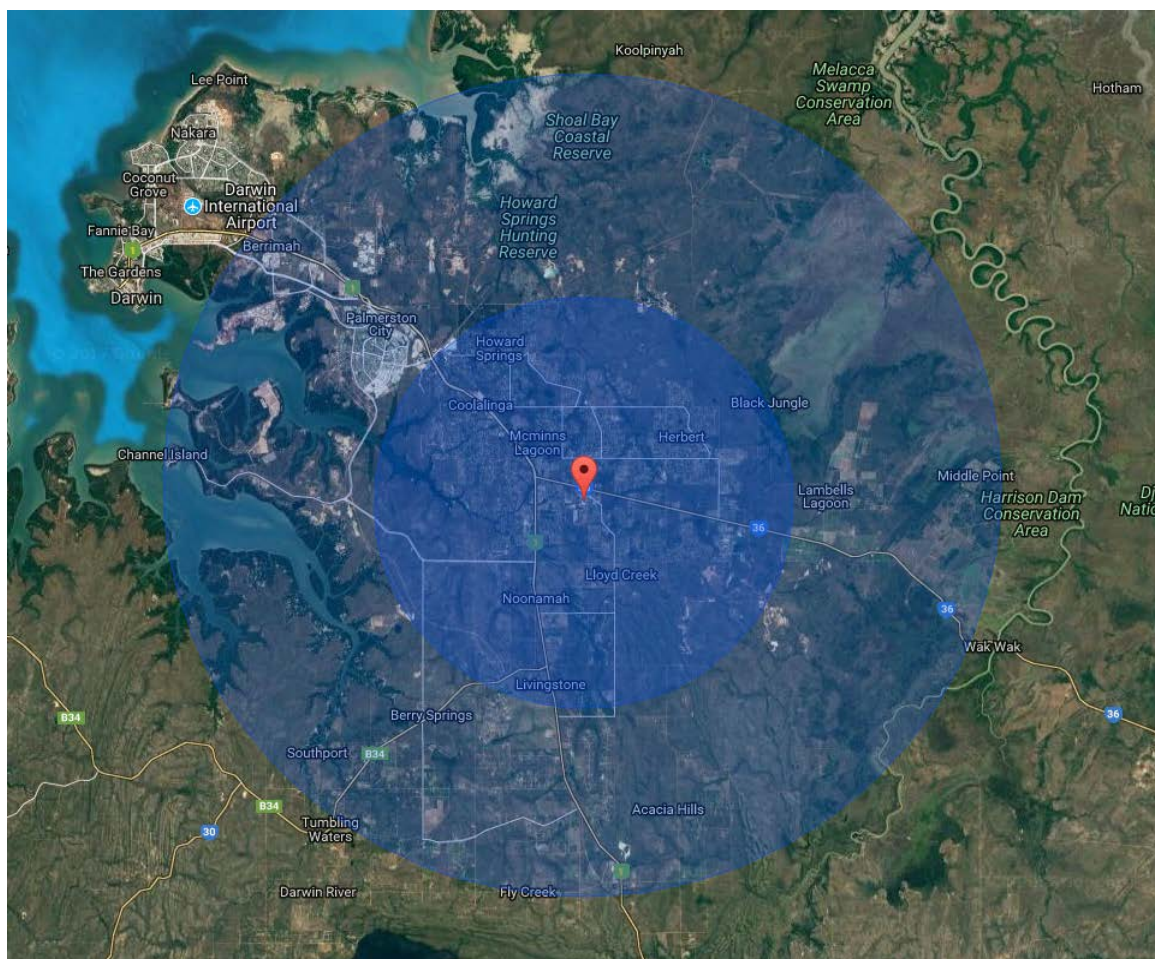
The community survey (discussed in section 4.3) found that the majority of respondents (55%) were willing to travel 10-20 minutes to access library services. Based on an average speed of 80 km/hour, this is equivalent to a 13-26 km radius.

For reference, Figure 10 provides a list of travel times to the Taminmin Community Library from Litchfield's localities, and Figure 11 provides a graphical representation of the 13-26 km radius (from Google Maps).

Figure 11: Travel Times to the Taminmin Community Library from Litchfield's Localities

Outer Darwin (pop)		Western Rural (pop)		Eastern Rural (pop)	
Bees Creek (838)	14 min.	Berry Springs (818)	18 min.	Acacia Hills (694)	23 min.
Coolalinga (548)	11 min.	Blackmore (41)	32 min.	Black Jungle (0)	15 min.
Freds Pass (24)	8 min.	Channel Island (0)	28 min.	Gunn Point (4)	67 min.
Girraween (1,641)	11 min.	Darwin River (696)	30 min.	Herbert (1,730)	11 min.
Holtze (1,810)	17 min.	Fly Creek (166)	28 min.	Hughes (70)	16 min.
Howard Springs (5,132)	15 min.	Livingstone (452)	13 min.	Koolpinyah (-)	44 min.
Humpty Doo (4,380)	1 min.	Southport (232)	28 min.	Lambells Lagoon (347)	16 min.
Knuckey Lagoon (413)	24 min.	Tumbling Waters (170)	25 min.	Lloyd Creek (165)	7 min.
McMinns Lagoon (796)	8 min.	Weddell (-)	16 min.	Manton (89)	28 min.
Noonamah (319)	10 min.	Wickham (-)	21 min.	Middle Point (58)	24 min.
Virgina (1,836)	16 min.			Murrumujuk (0)	54 min.
Mickett Creek (-)	28 min.			Shoal Bay (0)	24 min.
				Wak Wak (-)	21 min.

Figure 12: Approximately 10-20 Minutes (13-26 km) from Taminmin Community Library



The above figures show that nearly 90% of Litchfield's residents (20,906) and 18 of its localities are within 20 minutes of the Taminmin Community Library. Further, an additional 1.7% of residents (the 413 residents in Knuckey Lagoon) are within 20 minutes of Palmerston Library.

Populous localities within Litchfield that are not within 20 minutes of a library include: Darwin River (population of 696); Acacia Hills (694); Southport (232); Fly Creek (166); and Tumbling Waters (170).

3 Current Situation

3.1 Current Services

The Taminmin Community Library provides a broad range of amenities and services, including:

- A collection comprising books, audiobooks, large print, magazines, newspapers, videos, DVDs and music CDs;
- The Litchfield local history collection;
- Computers and free wireless internet;
- Photocopying, printing and scanning;
- Children's activities, including nurserytime and storytime;
- Senior's morning tea activities, featuring guest speakers;
- Access to eResources via NTL consortia; and
- Access to housebound services.

Despite this, however, Litchfield residents are approximately 25% more likely to use the Palmerston Library than use the Taminmin Community Library. In 2016/17, the Palmerston Library had 1,936 members from Litchfield, whereas the Taminmin Community Library had 1,552 members.

Based on the Litchfield survey responses for the *Connected Communities: Vision for Northern Territory Public Libraries 2017-2023* (NTL, 2017) discussed in section 2.4, possible reasons for this include the perceived crowdedness, noise and lack of parking at the Taminmin Community Library compared to Palmerston Library, as well as the limitations of its collection and digital services. An additional reason could be the Palmerston Library's location in the Palmerston Town Centre, which is the main service centre for the Palmerston-Litchfield area.

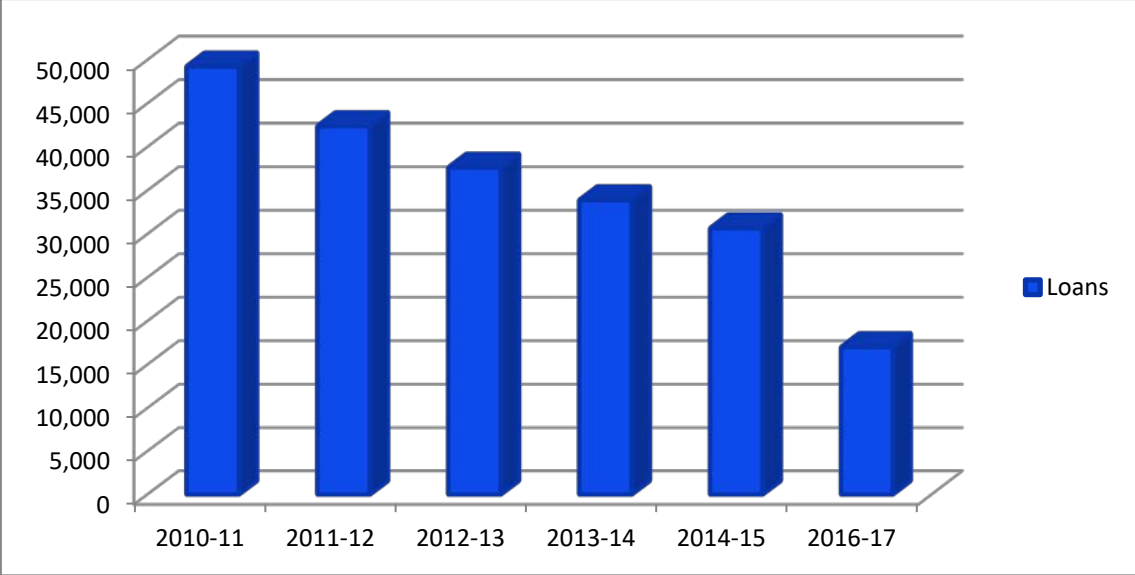
3.2 Current Usage

Between 2011/12 and 2016/17, the Taminmin Community Library's number of public patrons (excluding students and staff) decreased by approximately 40%, from 2,144 to 1,552. Further, during that period its number of loans also decreased by 60%, from 49,244 to 17,009. The significant decline in loans are illustrated in the figures below.

Figure 13: Taminmin Community Library - Number of Loans

Year	2010/11	2011/12	2012/13	2013/14	2014/15	2016/17
Loans	49,244	42,397	37,635	33,890	30,664	17,009

Figure 14: Taminmin Community Library - Number of Loans (Graph)



Based on NTL data, the figure below provides a breakdown of Litchfield residents' library membership by locality.

Figure 15: Litchfield Residents' Library Membership by Locality in 2016/17

Patron Locality	Taminmin Community Library	Palmerston Library	Darwin City Library
Acacia Hills	41	12	7
Bees Creek	34	16	2
Berry Springs	61	124	27
Blackmore*	1	0	1
Channel Island	0	0	0
Coolalinga	127	400	85
Darwin River	56	77	15
Fly Creek	4	0	4
Freds Pass	0	0	0
Girraween	21	19	15
Herbert	12	16	8
Holtze	0	20	9
Howard Springs	162	640	85
Hughes	1	1	0
Humpty Doo	848	408	119
Knuckey Lagoon (with Robertson Barracks)	0	3	0
Lambells Lagoon	12	5	1
Livingstone	26	7	5
Lloyd Creek	6	0	0
Manton	1	0	0
McMinns Lagoon	0	0	8
Mickett Creek	0	0	0
Middle Point	0	1	1
Noonamah	64	89	18
Southport	10	7	1
Tumbling Waters	2	0	0
Virginia	61	89	14
Weddell#	2	1	0
Wickham	0	1	0
TOTAL	1,552	1,936	425

3.3 Benchmarking Against National and State Standards

3.3.1 National Performance Standards

The *Guidelines, Standards and Outcome Measures for Australian Public Libraries* (ALIA, 2016) provide evidence-based standards and guidelines for the development of public library services in Australia. The standards are goals for attainment, and presented at baseline and enhanced service delivery levels. They represent best practice, and are intended to be used for benchmarking purposes to improve library performance.

The following figure benchmarks the Taminmin Community Library and Palmerston Library 2016/17 performance against the baseline and enhanced standards for which relevant data are available. Whilst both libraries failed to meet most baseline standards, it is noted that the Taminmin Community Library is performed exceptionally poorly, particularly in regard to membership as a percentage of population (8.1% versus the baseline standard of 44%), loans per capita (1.4 versus 7.3), and internet computers per capita (1.3 per 10,000 population versus 5). The figures are based on a Litchfield LGA population of 23,855 and Palmerston LGA population of 33,695 (ABS, 2016).

These findings triangulate the community survey responses detailed in section 2.4, which similarly indicate that the Taminmin Community Library is underperforming in relation to community engagement and digital services provision.

Figure 16: Benchmarking Against ALIA Standards (2016)

Description	Baseline Standard	Enhanced Standard	Taminmin Community Library	Palmerston Library
SERVICE PROVISION				
S5. Collection items per capita	1.7 per capita	1.9 per capita	1.4 per capita	0.9 per capita
S6. Age of collection	60% of collection published in last five years	70% of collection published in last five years	43% of collection published in last five years	42% of collection published in last five years
S7. Internet computers per capita	5 PCs per 10,000 pop.	7.3 PCs per 10,000 pop.	1.3 PCs per 10,000 pop.	3.5 PCs for 10,000 pop.
SERVICE PARTICIPATION AND USE				
S8. Membership as a percentage of the population	44%	51%	8.1%	34.5%
S11. Circulation (loans per capita per annum)	7.3 loans per capita	8.8 loans per capita	1.4 loans per capita	3.4 loans per capita
S12. Turnover of stock (loans per collection item)	4.4 loans per collection item	5.6 loans per collection item	1 loan per collection item	3.6 loans per collection item

3.3.2 State Planning Guidelines

State planning guidelines vary in the number of libraries and multipurpose centres recommended relative to population. Whilst there are no current social infrastructure guidelines for NT, the figure below provides relevant guidelines from the four states. These guidelines informed stakeholder consultation regarding the need for more social infrastructure in the Litchfield area. Notably, with no dedicated district library or multi-purpose community centre for its estimated resident population of 25,238 (ABS, 2016), Litchfield is on the cusp of requiring additional social infrastructure under these guidelines.

Figure 17: State Planning Guidelines for Libraries and Multi-Purpose Community Centres

	<i>South East Queensland Regional Plan 2005-2026</i> (Qld Government, 2005)	<i>Human Services Planning Kit</i> (SA Government, 1994)	<i>Planning for Community Infrastructure in Growth Areas</i> [Vic] (ASRR, 2009)	<i>Guidelines for Community Infrastructure</i> (Parks and Leisure Australia – WA Region, 2012)
District-level library	1:15,000-30,000	1:50,000 Additional branch facilities for every additional 20,000 people 1 staff member per 3,000 population 41.6 sqm site area per 1,000 population	1:30,000-60,000	Regional library: 1:30,000-150,000 District library: 1:15,000-30,000 Neighbourhood library: 1:6,000-15,000
Multi-purpose community centre	1:20,000-50,000	-	1:30,000-60,000	1:15,000-25,000

4 Engagement

4.1 Method

Informed by the findings detailed herein, engagement for this project comprised the following activities:

- Community survey, distributed in hard copy at the Taminmin Community Library and online (see Appendix B for the community survey instrument)
- Workshop with the Friends of the Taminmin Community Library;
- Workshop with the Taminmin Community Library staff;
- Workshop with Taminmin College staff;
- Interviews with NTL staff;
- Interviews with Litchfield Council staff and elected members; and
- Interviews with other key stakeholders identified by the Project Control Group.

4.2 Summary of Overall Outcomes

Findings of the engagement suggest the Taminmin Community Library's existing services are not adequate to meet the community's needs, and there is general consensus as to the issues and best ways forward. Following is a summary of the findings in relation to each of the three aims articulated in the Project Plan (see Appendices A and B for further detail of the engagement outcomes):

Aim 1: Identify what library services the community needs

Stakeholders highly value the Taminmin Community Library's existing provision of a friendly and safe place for young people and seniors that fosters positive intergenerational outcomes. Further, they value its function as a hub for the Humpty Doo and rural Litchfield communities, and its local history collection.

Stakeholders have expressed need for a library service (or multi-user service) that meets the needs of the Litchfield community in its entirety, with particular reference to:

- Addressing childhood developmental vulnerability;
- Presenting and fostering engagement in a wide range of family, school holidays and seniors programming;
- Promoting digital literacy;
- Providing meeting and exhibition space; and
- Serving as a referral or access point for residents requiring financial, health or other services.

Moreover, they expressed need for a service with its own public entrance (rather than a shared entrance with the College), and a collection and digital equipment that meets the *Australian Public Library Guidelines Standards and Outcomes Measures 2016*.

Aim 2: Identify whether existing services are adequate to meet this need

Existing services are not adequate to meet the identified needs, as the Taminmin Community Library does not have:

- Adequate space for the additional services identified;
- Adequate staff capability to deliver the additional services identified;
- Its own public entrance; or
- A collection and digital equipment that meets the *Australian Public Library Guidelines Standards and Outcomes Measures 2016*.

Aim 3: If the existing services are not adequate, provide options for the delivery of library services to meet the identified needs

The following options were identified through engagement:

- **Phase One (6-12 months)**
 - Litchfield Council to enter into a funding agreement with NTL (aligned to NTL's new outcomes framework) and take carriage of library service provision, either through directly operating the Taminmin Community Library or contracting the City of Palmerston to do so on a fee-for-service basis;
 - Litchfield Council to undertake a comprehensive review of the Library's corporate governance and strategy, including policies, strategies, contracts and position descriptions, and ICT and other systems;
 - Litchfield Council, in partnership with NTL and Taminmin College, to renew the Library's collection and digital equipment; and
 - Investigate opportunities to develop a mobile library service.
- **Phase Two (3-5 years)**
 - Develop a new multi-user facility with its own public entrance, either on the existing Taminmin College or as part of a retail hub, with sufficient capacity for:
 - Early development, digital literacy, school holidays and other programs;
 - Meetings and exhibitions; and
 - Referral to and/or tenancy of services.

Details of the specific outcomes of each workshop have been provided in a separate confidential report. A summary of community survey outcomes are provided in the section below, with the full detail of outcomes provided in Appendix A.

4.3 Summary of Community Survey Outcomes

This section provides a high-level summary of the 109 survey responses received. It is noted that the demography of the sample pool differs substantially from that of the Litchfield community (for example, 89% of respondents were female, whereas only 40.6% of Litchfield's residents are female). This may suggest that the sample is skewed toward active users of the Taminmin Community Library, who might have been more likely to have heard about and wished to engage with the survey, and who might be of a different demographic profile than the general community. Also, as the survey was conducted online only, the sample is skewed toward computer users, who might also be of a different demographic profile than the general community.

See Appendix A for further detail of the survey outcomes.

Demography of Respondents

Gender

89% of respondents were female, 10% were male, and 1% identified as 'other'. By comparison, 40.6% of Litchfield's residents are female and 59.4% are male (ABS, 2016).

Age

35.8% of respondents were aged 50 or older, and only 5.3% were between the ages of 30 and 49. By comparison, 28.3% of Litchfield's population is aged 50 or older, and 33.7% are between the ages of 30 and 49 (ABS, 2016).

Employment

Nearly half (48%) of respondents indicated that they work on a full-time basis. This may contribute to high level of dissatisfaction with afterhours / evening access.

Education

24% of respondents held a bachelor degree or postgraduate degree. By comparison, only 9.4% of Litchfield's population holds a bachelor degree or above (ABS, 2016).

Diversity

81% of respondents indicated that they do not read in languages other than English at all, and only 1% read in English "a lot". By comparison, 74.8% of Litchfield residents indicated that English is the only language they speak at home (ABS, 2016). Other languages spoken in Litchfield include: Vietnamese (1.0%); Greek (0.4%); Tagalog (0.4%); Thai (0.3%); and German (0.3%).

Frequency of Use

The majority (62%) of respondents used the Taminmin Community Library within the last six months; however, this result may be skewed toward active users, who might have been more likely to have heard about and wished to engage with the survey.

Further, the majority (67%) of respondents used the Taminmin Community Library two or three times per month, about once per week, or more than once per week; however, this result may also be skewed toward active users, who might have been more likely to have heard about and wished to engage with the survey.

The Taminmin Community Library versus Palmerston Library and Darwin City Library

Nearly two-thirds of respondents (65%) indicated that they use the Taminmin Community Library, whilst 40% use the Palmerston Library and 20% use the Darwin City Public Library. This is inconsistent with other data, which suggests that more Litchfield residents use the Palmerston Library than the Taminmin Community Library. However, this result may be skewed in favour of the Taminmin Community Library, as its users might have been more likely to have heard about and wished to engage with this survey.

Those who use Palmerston Library indicated they do so on account of its: more convenient location (n=12); better service, including 'because it's not at a school' (n=3); and because they're unaware of the Taminmin Community Library (n=3).

Those who use Darwin City Library likewise indicated they do so on account of its more convenient location (n=11); better service, including 'because it's not at a school' (n=3); and because they're unaware of the Taminmin Community Library (n=1).

Willingness to Travel

The majority of respondents (55%) indicated that they are willing to travel 10-20 minutes to access library services. As discussed in section 2.7, nearly 90% of Litchfield's residents (20,906) and 18 of its localities are within 20 minutes of the Taminmin Community Library; and an additional 1.7% of residents are within 20 minutes of Palmerston Library.

Co-Location

The majority of respondents (55%) would like library services to be co-located with other community amenities and services, followed by a school (26%) and retail (24%).

Importance of and Satisfaction with Library Services

Based on weighted averages, respondents' top three services by importance are: (1) books; (2) computers / WiFi; and (3) local history. However, this result may be skewed in favour of existing areas of strength, as current users (drawn by existing strengths) might have been more likely to have heard about and wished to engage with this survey.

Figure 18: Importance of Library Services

Rank	Service	Weighted Average
1	Books	95.9
2	Computers / WiFi	87.2
3	Local history	84.6
4	Online resources (including eBooks)	82.6
5	Activities, events and programs	82.3
6	CDs / DVDs / Audio books	81.7
7	Space to do my own thing	77.1
8	Classes and other training	75.7
9	After hours / evening access	74.1
10	Opportunities to meet others	70.6
11	Space for work and business meetings	69.7

Further, also based on weighted averages, the three services with which respondents are least satisfied are: (1) after hours / evening access; (2) space for work and business meetings; and (3) classes and other training.

Figure 19: Satisfaction with Library Services

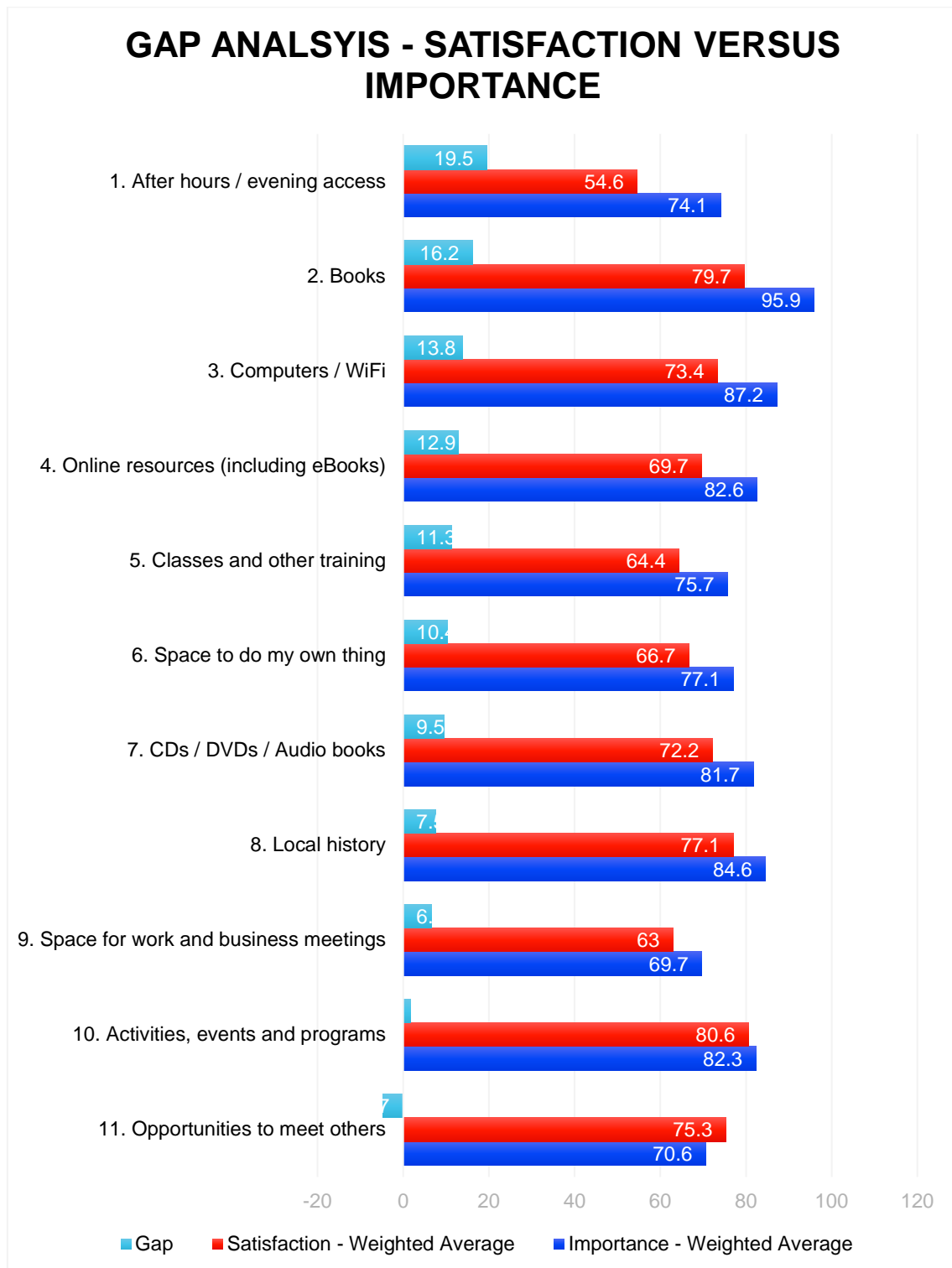
Rank	Service	Weighted Average
1	Activities, events and programs	80.6
2	Books	79.7
3	Local history	77.1
4	Opportunities to meet others	75.3
5	Computers / WiFi	73.4
6	CDs / DVDs / Audio books	72.2
7	Online resources (including eBooks)	69.7
8	Space to do my own thing	66.7
9	Classes and other training	64.4
10	Space for work and business meetings	63.0
11	After hours / evening access	54.6

Based on the above, the following five services have the widest gap between satisfaction and importance:

1. After hours / evening access
2. Books
3. Computers / WiFi
4. Online resources (including eBooks)
5. Classes and other training
6. Space to do my own thing

See Figure 21 on the next page for a graphical representation of the above data.

Figure 20: Gap Analysis - Satisfaction versus Importance



Improvements Sought

To improve the Taminmin Community Library, respondents indicated that they would:

- Improve or maintain services and amenities (n=27);
- Do nothing, because it's great as it is (n=19);
- Build a new facility (n=14);
- Increase access / hours of operation (n=13); and
- Increase space (n=11).

See Appendix A for their individual comments.

Preferred Channels for Library Information

Respondents indicated that their top three channels for library information are: Twitter or Facebook (68%); email (53%); and community noticeboards (48%).

5 Recommendations for Expanding Library Services

5.1 Summary of Recommendations

Based on the findings detailed in this report, below are commendations for Council's consideration.

Phase One: Localisation of Service Provision (6 Months)	
1	Litchfield Council to enter into a funding agreement with the Northern Territory Library and take carriage of library service provision from 1 June 2018 (after the expiration of current staff contracts)
Phase Two: Review of Service Provision (1-3 Years)	
2	Investigate opportunities to develop a mobile library service
Phase Three: Development of a New Multi-User Facility (3-5 Years)	
3	Develop a new multi-user facility with its own public entrance, either on the Taminmin College site or as part of a retail hub, with sufficient capacity for: (1) early development, digital literacy, school holidays and other programs; (2) meetings and exhibitions; (3) referral to and/or tenancy of services

5.2 Discussion of Recommendations

Phase One: Localisation of Service Provision (6-12 Months)

1. Litchfield Council to enter into a funding agreement with the Northern Territory Library and take carriage of library service provision from 1 June 2018 (after the expiration of current staff contracts)

This recommendation is based on the following observations:

- The Taminmin Community Library is the only library in NT within a council area that is not operated by the council;
- The great majority of public libraries in Australia are operated by local governments;
- Local government is best placed to ensure responsiveness to local community needs and aspirations in the delivery of grassroots services;
- NTL has indicated a willingness for Litchfield Council to take carriage of library service provision in the area, and a willingness to enter into a funding agreement accordingly; and
- Current Taminmin Community Library staff contracts end on 30 May 2018.

In implementing this recommendation, Litchfield Council may wish to undertake financial modelling for its operation of the service to inform negotiations with NTL, with consideration to its Enterprise Bargaining Agreement and the costs associated with expanding the service to address the community needs and aspirations identified in this report.

As a starting point for this financial modelling, NT's average library expenditure was \$43.60 per capita in 2014-15 (SQL, 2016) as discussed in section 2.5.2. Notably, capital expenditure accounted for approximately 1.3% of this, which is not a cost for the Taminmin Community Library so long as its building is provided and maintained by Taminmin College. Excluding capital expenditure, NT's average library

expenditure was approximately \$43.03 per capita in 2014-15. Adjusting for inflation, this is equivalent to \$44.24 per capita in 2016-17.

Further, NT local governments contributed 36.5% on average to total public library income in 2014-15 (SQL, 2016). Applying this to the above estimate of \$44.24 per capita in 2016-17, Litchfield Council's contribution would need to be approximately \$16.15 per capita to achieve parity with other NT councils.

As discussed in section 3.3.2, state planning guidelines vary in the number of libraries and multipurpose centres recommended relative to population. The *Guidelines for Community Infrastructure* (PLA, 2012) recommend one regional library for 30,000-150,000 population, one district library per 15,000-30,000, and one neighbourhood library per 6,000-15,000. Given the limitations of the Taminmin Community Library's size and location discussed herein, it is not currently able to operate as a district library that serves the entire Litchfield community. Given its membership of 1,552, the majority of whom reside in the Humpty Doo suburb in which the Library is located (population 4,380), the Library is currently operating on the lower end of PLA's neighbourhood library range (6,000).

Assuming the Taminmin Community Library is serving a population of 6,000 at a cost (excluding capital expenditure) of \$44.24 per capita in 2016-17, the current cost of the service is estimated to be \$265,440. Assuming a 63.5/35.5 split as discussed above, NTL and Litchfield Council might contribute \$168,554 and \$96,886 respectively.

However, this report has identified the need for a district library service in Litchfield that meets the needs of the wider community. Based on the above figures, if a district library were to be developed to serve a population of 15,000, the total cost of that service would be approximately \$663,600. Assuming a 63.5/35.5 split, NTL and Litchfield Council might contribute \$433,331 and \$230,269 respectively.

Moreover, Litchfield Council may wish to hold formal discussions with the City of Palmerston regarding opportunities for shared service delivery after the City's next election. There are many benefits and drawbacks associated with both standalone and regional management models, as outlined in section 2.5.3 and the figure below.

Figure 21: Standalone versus Regional Management Models

Option 1: Standalone Management Model Litchfield Council directly operates the Taminmin Community Library	
Pros	Cons
<ul style="list-style-type: none"> Autonomy to set strategy Local identity/branding Accessibility of library to local community Often a strong focus for elected members 	<ul style="list-style-type: none"> Fewer opportunities for economies of scale Limited access to additional/new resources Less purchasing power Staff isolation and lack of capacity building opportunities
Option 2: Regional Management Model (Shared Service Delivery) Litchfield Council contracts the City of Palmerston to operate Taminmin Community Library on a fee-for-service basis	
Pros	Cons
<ul style="list-style-type: none"> Potential to provide more and/or better services or programs Greater opportunities for scale economies and cost effectiveness across all subservices Access to wider resources with a regional collection of library services Regional status strengthens grant applications Greater opportunity to provide a more equitable service over a larger service area Stronger opportunities for the professional development and capacity building of library staff 	<ul style="list-style-type: none"> Complexity of service provision across a range of local governments when combining different budgets, organisation structures and staffing arrangements Potential threat to viability of model through withdrawal of one or more local governments over time Tensions around autonomy and identity i.e. some local governments feel the 'branding' of a collaborative model dilutes their identity as a service provider Perception of less control over direction setting and programs and services tailored to local needs Potential for disagreements in the future Changes in politics/policies of local governments over time

	<ul style="list-style-type: none"> • Distances between local governments in rural areas • Loss of flexibility and responsiveness to community needs • Perception that regional arrangements do not provide value for money • Cost split between larger and smaller local governments sometimes perceived as being inequitable (from an expense/capital viewpoint) although usually agreed on per capita calculations
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Litchfield Council's direct operation of the Taminmin Community Library would provide an opportunity for Council to visibly demonstrate its commitment to the local community, and ensure the Library's responsiveness to local community needs and aspirations. Furthermore, it would constitute a significant first step toward the eventual operation of a multi-user facility, and enable the integration of library services with other services at that facility come that time.

However, engagement identified that there are capacity issues at the Taminmin Community Library that are attributable in part to lack of ability to attract, develop and retain staff. Furthermore, both the Taminmin Community Library and Palmerston Library are currently operating below ALIA's baseline standards. The scale economies and capacity building opportunities afforded by shared delivery models might assist in addressing these issues at both libraries, and give rise to greater efficacy and efficiency in library service provision across the Litchfield-Palmerston area. The potential for these benefits requires further exploration through discussions with the City of Palmerston and financial modelling.

Whilst it is necessary for Litchfield Council to make a determination regarding these two options in the first instance, a standalone approach would allow opportunities for collaboration with the City of Palmerston in future. As outlined in section 2.5.3, collaborative approaches constitute a middle ground between standalone and regional management models, offering milder forms of both sets of benefits and drawbacks. For example, collaborative approaches allow for greater scale economies than standalone approaches (but less than shared delivery) whilst retaining autonomy to set strategy and local identity/branding. Moreover, whilst there is less complexity inherent to collaborative agreements than shared delivery agreements, there remains potential for disagreements and withdrawal over time.

As feasibility assessment and negotiation with prospective partners is beyond the scope of this needs study, this report cannot take a specific position on whether Litchfield Council should directly operate the Taminmin Community Library or contract the City of Palmerston to do so. Rather, this report provides a discussion of potential benefits and drawbacks of both options, and recommends that Council further investigate both. An important consideration will be the potential for shared delivery to reduce the cost from the estimated \$44.24, and for this reduction to be adequate to offset the drawbacks outlined below (such as loss of autonomy and local identity).

Finally, as part of its due diligence for taking carriage of the service, Litchfield Council may wish to undertake a comprehensive review of the Library's corporate governance, strategy and operations, including policies, strategies, contracts and position descriptions, and ICT and other systems, as well as its collection and digital equipment. This is based on the observations that: (1) there is a misalignment of the Taminmin Community Library's current service provision and community needs and aspirations; (2) there are gaps in the service's governance, strategy and operations that are giving rise to inefficiency and inefficacy; and (3) the Library's collection and digital equipment do not meet ALIA's baseline standards. In particular, Litchfield Council may wish to ensure that:

- There is a formal agreement with Taminmin College for library service provision;
- PDs, policies and procedures are comprehensive and current;
- Programming meets community expectation and is promoted through multiple channels (e.g. email, flyers/posters, newsletters, radio, SMS, social media, etc.);
- Operating hours meet community expectation, with consideration to providing after hours and evening access;
- Non-current, low-circulation items have been removed from the collection to free up space, and the floor plan to maximises use of the Library's limited space;
- The number of collection items per capita meets ALIA's baseline standard of 1.7 (2016);

- The percentage of the collection published in the last five years meets ALIA's baseline standard of 60% (2016); and
- The number of internet computers per 10,000 population from the current level of 1.3 to ALIA's baseline standard of 5 (2016).

Alternative Options Considered

One alternative option is to not take carriage of library service provision. However, this is not the preferred option because it would fail to provide a service that is responsive to local community needs and aspirations.

Another alternative option is to take carriage of library service provision directly, without investigating opportunities for shared delivery with the City of Palmerston. However, this is also not the preferred option because it could result in missed opportunities for scale economies and the other benefits outlined above.

Phase Two: Review of Service Provision (1-3 Years)

2. Investigate opportunities to develop a mobile library service

This recommendation is based on the following observations:

- The need for a mobile library service was identified by multiple stakeholders, including community survey respondents, the Friends of the Library, and Litchfield Councillors;
- The Litchfield municipality spans a very large geographical area of more than 2,900 square kilometres, and the majority of community survey respondents indicated that they're only willing to travel 10-20 minutes to access library services; and
- Litchfield has an older and aging population that has an increasing need for assistance (from 2% in 2006 to 2.3% in 2016).

In implementing this recommendation, Litchfield Council may wish to consider opportunities to utilise the service to additionally foster engagement in both library services and other communities through outreach at community events.

Further, Council may wish to consider focusing the service on populous localities within Litchfield that are not within 20 minutes of a library, including; Darwin River (population of 696); Acacia Hills (694); Southport (232); Fly Creek (166); and Tumbling Waters (170).

Alternative Options Considered

An alternative option is to not investigate opportunities to develop a mobile library services. However, this is not the preferred option because it would fail to address community needs and aspirations.

Phase Three: Development of a New Multi-User Facility (3-5 Years)

3. Develop a new multi-user facility with its own public entrance, either on the existing Taminmin College or as part of a retail hub, with sufficient capacity for: (1) early development, digital literacy, school holidays and other programs; (2) meetings and exhibitions; (3) referral to and/or tenancy of services

This recommendation is based on the following observations:

- The majority of Litchfield survey respondents, both to NTL's Territory-wide survey and this study's community survey, indicated there is need for a new or expanded local library facility;
- A large number of Litchfield survey respondents and other engagement participants indicated that the Taminmin Community Library's shared entrance with a school deters them from entering;
- 61% of respondents to this study's community survey indicated they would like library services to be co-located with other community amenities and services, 26% would like it to be co-located with a school, and 25% with retail;
- With no dedicated district library or multi-purpose community centre for its estimated resident population of 25,238 (ABS, 2016), Litchfield is on the cusp of requiring additional social infrastructure based on state planning guidelines from throughout Australia; and

- A large number of engagement participants indicated there is need for greater early development, digital literacy and school holidays opportunities in the Litchfield area, and NTL's strategic documents identify early development and digital literacy as priority areas for library services;

While there are multiple prospective locations for this facility, the Taminmin College site (with a separate entrance) may be preferable for the following reasons:

- 26% of respondents to this study's community survey indicated they would like library services to be co-located with a school (slightly more than the 25% who would like it to be co-located with retail);
- The majority of respondents (55%) to the community survey indicated that they were willing to travel 10-20 minutes to access library services, and nearly 90% of Litchfield's residents (20,906) and 18 of its localities are within 20 minutes of the Taminmin Community Library, with an additional 1.7% of residents within 20 minutes of Palmerston Library;
- The College's site in Humpty Doo is appropriately positioned in a central area of the Litchfield area with a concentrated population that is experiencing socio-economic disadvantage;
- Other prospective locations are closer to Palmerston, which is already served by Palmerston Library;
- Engagement participants value the positive intergenerational outcomes afforded by the Taminmin Community Library at its current location; and
- There are scale economies achieved through the Library's current joint use as a community and school library, and a disruption to these may increase costs;

In implementing this recommendation, Litchfield Council may wish to: (1) conduct a feasibility study; (2) hold formal discussions with NTL and Taminmin College to investigate partnership opportunities; and (3) lobby the NT Government and Australian Government for support. Further, Council may wish to consider opportunities for co-development and co-location with other amenities such as a Visitor Information Centre.

Alternative Options Considered

One alternative option is to not develop a new multi-user facility, and instead expand the existing facility or build a new single-use facility. However, this is not the preferred option because it fails to respond to community need and aspiration for more social infrastructure generally to accommodate a broad range of synergistic uses.

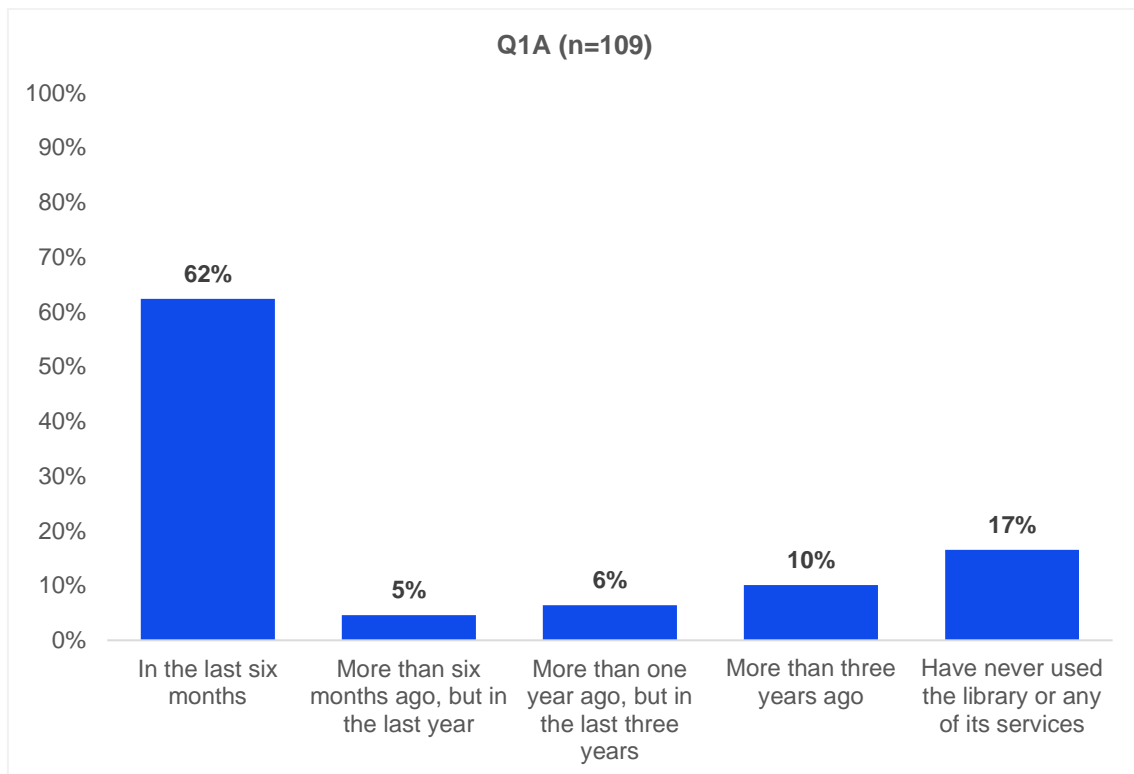
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Appendix A. Community Survey Outcomes

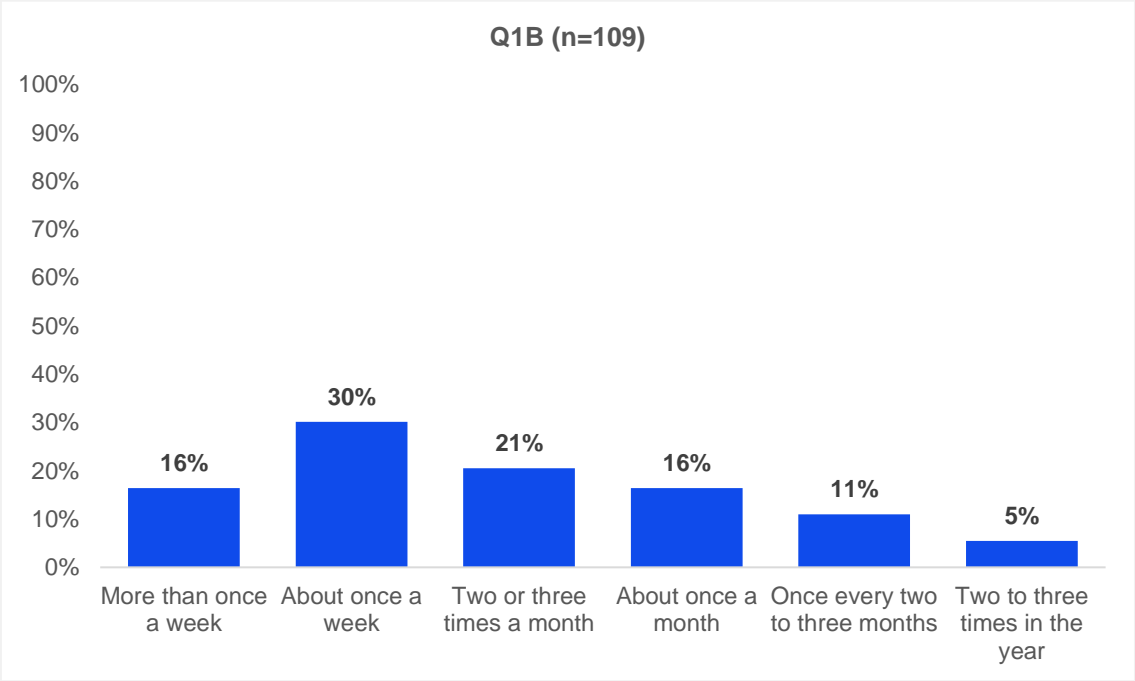
Response to Q1A, "The last time I visited the Taminmin Community Library or used any of its services (including the website and online services) was:"

The majority (62%) of respondents used the Taminmin Community Library within the last six months. However, this result may be skewed toward active users, who might have been more likely to have heard about and wished to engage with the survey.



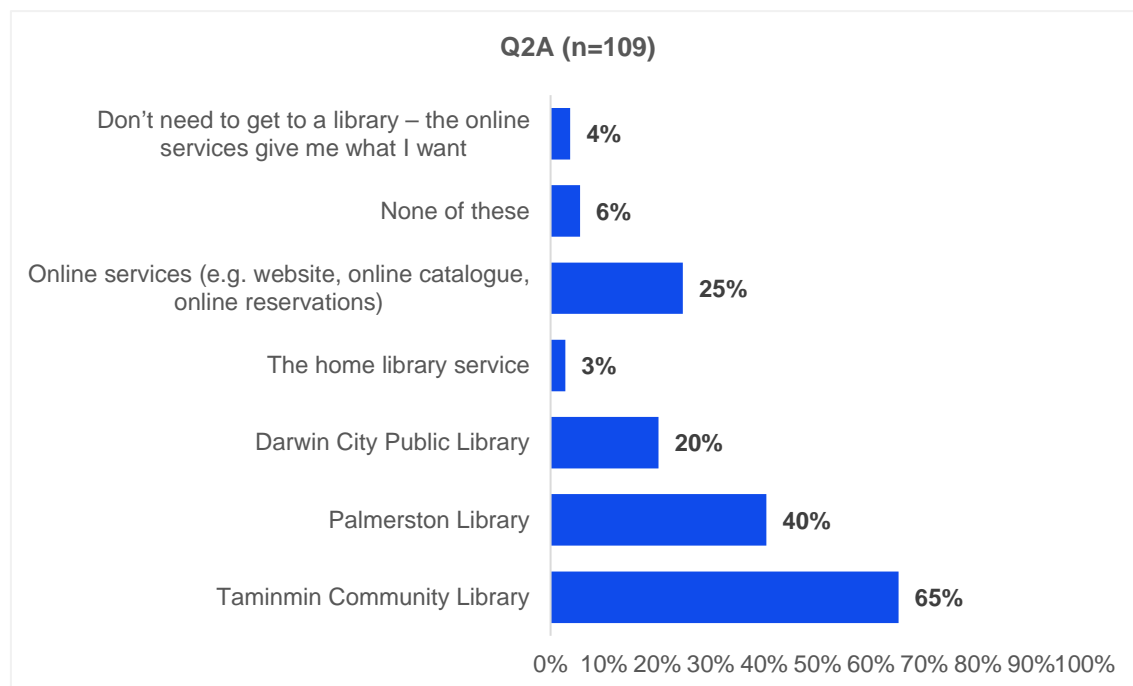
Response to Q1B, "In the last year, I have usually visited the Taminmin Community Library or used one of its services:"

The majority (67%) of respondents used the Taminmin Community Library two or three times per month, about once per week, or more than once per week. However, this result may also be skewed toward active users, who might have been more likely to have heard about and wished to engage with the survey.



Response to Q2A, “In the last year, I have usually visited or used:”

Nearly two-thirds of respondents (65%) indicate that they use the Taminmin Community Library, whilst 40% use the Palmerston Library and 20% use the Darwin City Public Library. This is inconsistent with other data, which suggests that more Litchfield residents use the Palmerston Library than the Taminmin Community Library. However, this result may be skewed in favour of the Taminmin Community Library, as its users might have been more likely to have heard about and wished to engage with this survey.



Response to Q2B-1, “If you visit the Palmerston Library, why do you choose to visit it over the Taminmin Community Library?”

Respondents indicated that they choose the Palmerston Library due to its: more convenient location (n=12); better service, including ‘because it’s not at a school’ (n=3); and because they’re unaware of the Taminmin Community Library (n=3).

More convenient location (n=12)
At this stage it is closer to my work but in the near future I will not be working in Palmerston and it would be nice to have a nice library closer to home
Close to my work.
Closer and bigger
I live closer to Palmerston
It has good facilities and good range of books
It's more central to why I live at Livingstone if I'm going to and from work, on leave or shopping on the weekends. I don't visit the Humpty Doo shopping area very often.
Its closer
Its closer since i moved
Its closer. I am a member there
Location
Range and location to Howard Springs
We have only moved rural this year. I know Palmerston Library so go there.
Better service (n=6), including ‘because it’s not at a school’ (n=3)
Because Taminmin is a school and I feel uncomfortable using it
Because the Palmerston library has much better services, atmosphere and choice of literature. I also do not like entering the school during the school hours to access the library. The community library should be kept separate from the school library to ensure a quiet place for students and activities for locals with children at the community library.
Better books Nicer staff Better amenity

Better services and resources. Stand alone resource - not on a school campus.
Easier access, feel it more open to the public
Range, Facilities, stand alone location, catalogue system
Unaware of or unfamiliar with the Taminmin Community Library (n=3)
Did not know there was a library available for children to borrow from out in Litchfield council area.
Didn't know there was a public library at taminmin
I did not know the Taminmin library was available to the public, I thought it was just for the school.

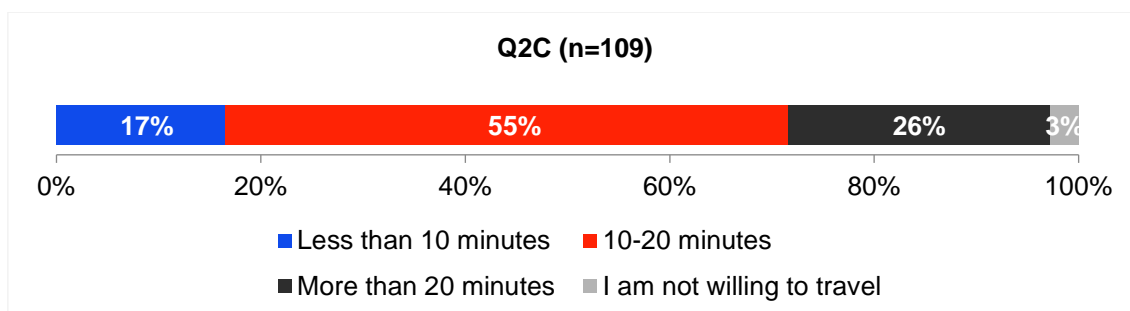
Response to Q2B-2, "If you visit the Darwin City Library, why do you choose to visit it over the Taminmin Community Library?"

Respondents indicated that they choose the Darwin City Library due to its: more convenient location (n=11); better service, including 'because it's not at a school' (n=3); and because they're unaware of the Taminmin Community Library (n=1).

More convenient location (n=11)
Closer to casuarina
closer to my residence
Closer to my residence, however should I relocate to the Litchfield district - I would look at using the Taminmin Library
I am an employee of City of Darwin Libraries but I like to visit other library services as well.
I was in the area.
I work in the city
It's closer to where I live
Location
Location as I live in Darwin
When I am in the city.
work in the city
Better service (n=6), including 'because it's not at a school' (n=3)
Because Taminmin is a school and I feel uncomfortable using it
More books and DVDs Younger staff who can help me with my ebooks
Range, Facilities, stand alone location, catalogue system
Unaware of or unfamiliar with the Taminmin Community Library (n=1)
I did not know the Taminmin library was available to the public, I thought it was just for the school.

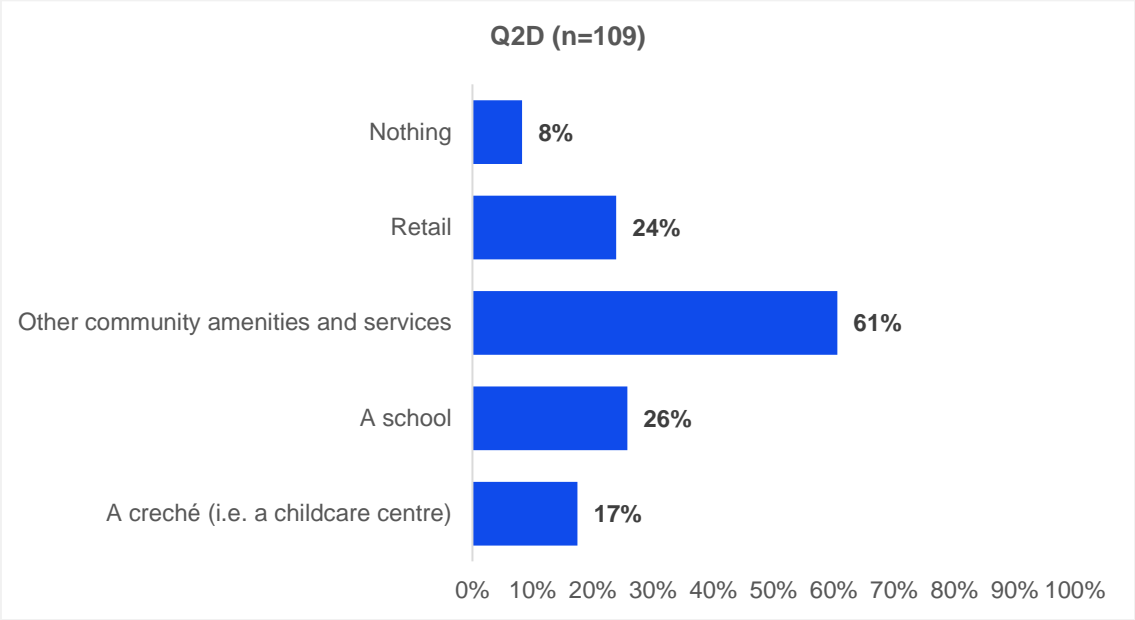
Response to Q2C, "To access library services, I am willing to travel:"

The majority of respondents (55%) are willing to travel 10-20 minutes to access library services.



Response to Q2D, “Ideally, I would like library services to be co-located with:”

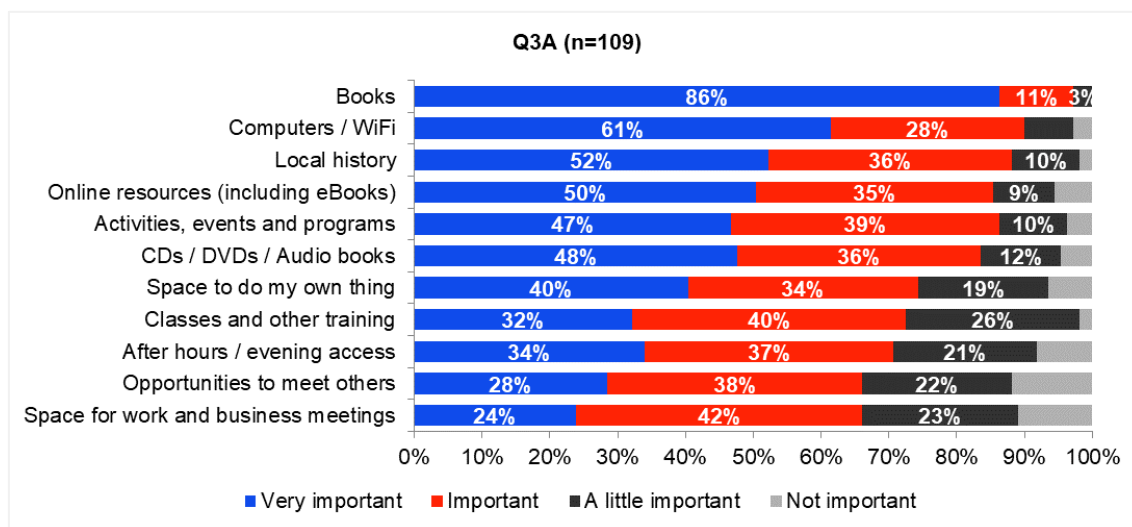
The majority of respondents (55%) would like library services to be co-located with other community amenities and services, followed by a school (26%) and retail (24%).



Response to Q3A, “How important is it to you that a local library provides the following services?”

Based on weighted average, respondents’ top three services by importance are: (1) books; (2) computers / WiFi; and (3) local history. However, this result may be skewed in favour of existing areas of strength, as current users (drawn by existing strengths) might have been more likely to have heard about and wished to engage with this survey.

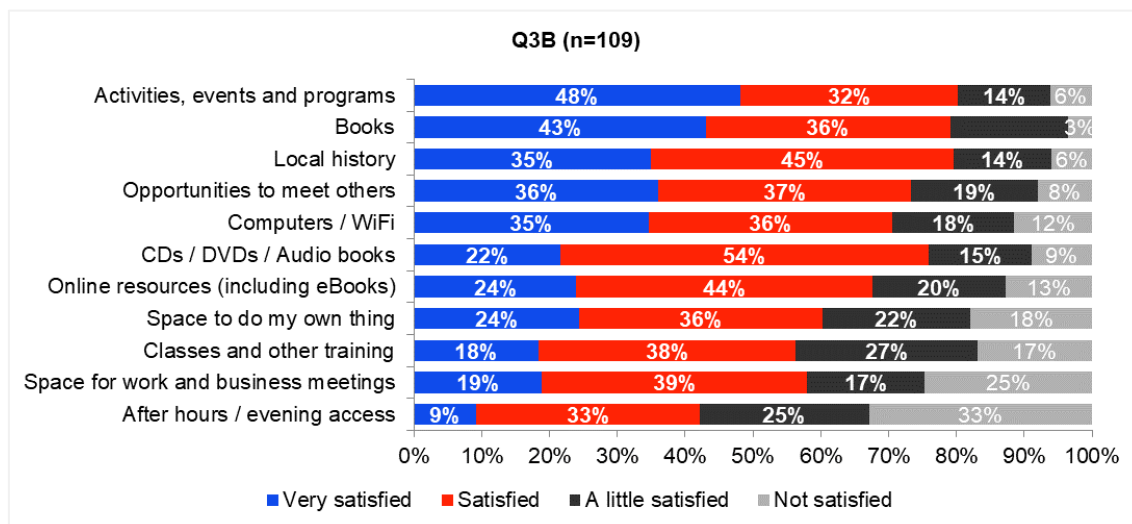
Rank	Service	Weighted Average
1	Books	95.9
2	Computers / WiFi	87.2
3	Local history	84.6
4	Online resources (including eBooks)	82.6
5	Activities, events and programs	82.3
6	CDs / DVDs / Audio books	81.7
7	Space to do my own thing	77.1
8	Classes and other training	75.7
9	After hours / evening access	74.1
10	Opportunities to meet others	70.6
11	Space for work and business meetings	69.7



Response to Q3B, “How satisfied are you with the following the Taminmin Community Library services?”

Based on weighted average, the three services with which respondents are least satisfied are: (1) after hours / evening access; (2) space for work and business meetings; and (3) classes and other training.

Rank	Service	Weighted Average
1	Activities, events and programs	80.6
2	Books	79.7
3	Local history	77.1
4	Opportunities to meet others	75.3
5	Computers / WiFi	73.4
6	CDs / DVDs / Audio books	72.2
7	Online resources (including eBooks)	69.7
8	Space to do my own thing	66.7
9	Classes and other training	64.4
10	Space for work and business meetings	63.0
11	After hours / evening access	54.6



Response to Q3C, "What would you do to improve the Taminmin Community Library and its services?"

To improve the Taminmin Community Library, respondents indicated that they would:

- Improve or maintain services and amenities (n=27);
- Do nothing, because it's great as it is (n=19);
- Build a new facility (n=14);
- Increase access / hours of operation (n=13); and
- Increase space (n=11).

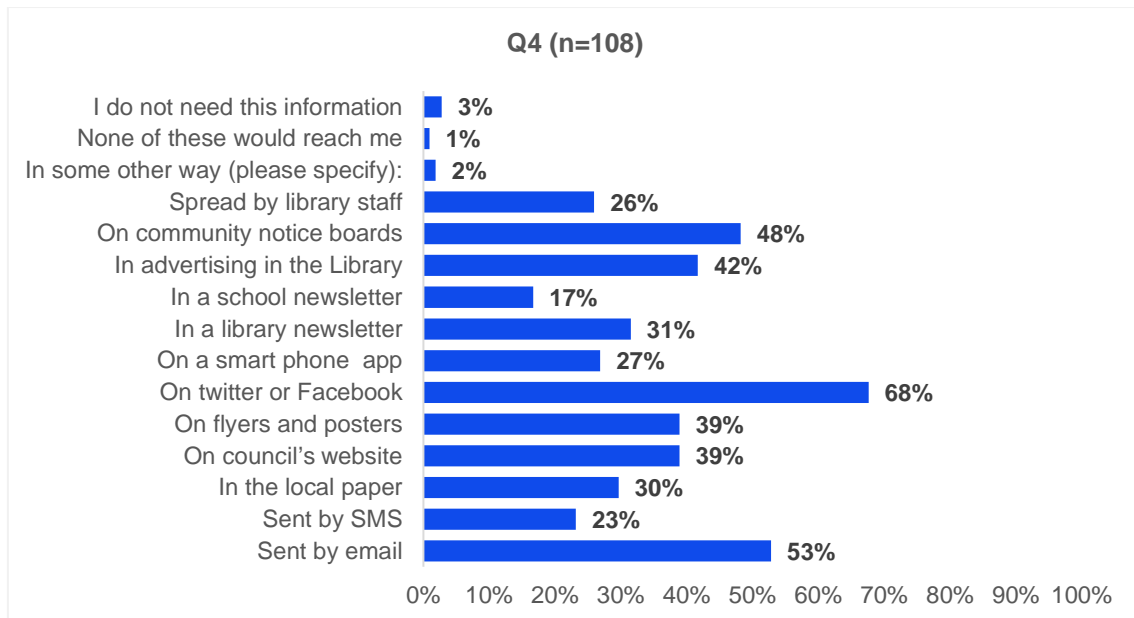
Improve or maintain services and amenities (n=27)
Add a café
Clean it
Coffee or tea facilities
Community interaction with seniors and young mums and bubs programs The more the merrier. Home bound community members need visits with books and other services available to other people Parking and easy access is also important Remote communities also benefit from the library services and this should continue At present the library have a wonderful interaction with the college and would like this to continue any shift to a retail sector with its noisy atmosphere would be not be popular. Continued volunteer support to the library should be encouraged
Ebooks
Get clean chairs to sit in. I feel the comfortable chairs are dirty, and I'm reluctant to sit in them, but I use a library to sit and read in sometimes. More room would be fantastic, although I acknowledge that may be difficult.
Give the children's section more resources. The services are awesome
Give them more funding to upgrade books and computer system - a few issues lately
Increase funding to update book collections. TCL also needs more space - maybe a new building but still within the school grounds to share facilities/expensive infrastructure. Libraries are important!!
increase resources
Investment in library services in the Litchfield is greatly needed to allow the library and library staff to provide an appropriate range of services to those living in the litchfield shire. Libraries need to be the hub of their community and the current library falls way below this expectation as it isn't financially resourced. When you compare it to Palmerston on any other public library in darwin it doesn't measure up.
It is ok to have it in the school, have closed off rooms for the kids and smaller rooms for the visitors to have meetings and research. Have the history available for all to see/access. Open after hours for working people to access. Perhaps have a storage room separate to the open library to declutter.
Keep the Children's story time etc going
Modernise resources. More family activities.
More children's holiday programs and adult classes
More computers, better reliability...sometimes I've gone there to use but internet not working or all in use. Other than that, the staff there do a wonderful job, are always extremely helpful (I do need their help on occasions), friendly and basically make it a fantastic place to visit. I really appreciate the service that is provided.
more funding, increase hours, cafe
More Range in books
More resources
More up to date books to borrow
Online access to genealogy websites, e.g. Ancestry.com
Retain the community as it's name says Connection between all members historically valuable and gives it the unique library that it is Maintain activities for all members Look at activities from the past that involved everyone eg Biggest Morning Tea, author visits, Simultaneous storytime, and design events to continue these social connections that are so important in a rural area
Services in the category of printing, color printing, scanning, laminating. That would be fantastic!
Tables not good when lots of people due to the funny shapes, better off with square tables, more space, more people to do talks including giving local history talks, rooms to rent at affordable prices for community groups.
the website needs to be improved. I try logging in with what I was told to use (username and password) but it never works.

upgrade, modernize,
Would be nice for the staff to actually ask the students to be quite while they are in the library, as libraries are meant to be quite.... not rowdy. I've been there when there are community activists and that's fine, then the students come in and it's so loud and the students do not care how they are, because the staff including their teachers do not tell them to quite down. I've studied there a lot over the last 18months and I've never ever heard any of the staff nor teachers say 'hey, we are in the library, keep your voices down'
Nothing – it's great as is / other positive feedback (n=19)
Can't think of anything, I love our library. It's great that it's part of the school, really brings that community engagement into reality not just rhetoric
Great spot to public
Have no idea
I am happy with the service
I dont know
I think Nita fine
Keep it the same
Keep it as it is! It is a fantastic library with great books. It is quiet too (when the students don't have classes there) like an old-style library.
You guys are doing a great job!
It's a great library, but the rural area is massive and it would probably be under funded and staffed to cope if everyone in the community decided to utilise it properly.
Love nursery time
Love the service love the staff always helpful.
Nil...
Not a lot at the moment but should improve depending on use.
Not much I would change
nothing at the moment.
Nothing the staff are great and helpful
Quality children's service and resources. They do well.
This is such a friendly atmosphere and such nice people that I cannot see how it could be improved. Yes, it is attached to a school - as was Nhulunbuy (not sure if it still is or not) This teaches the students that a library is for every one even after a school life! It does need expansion and more personal study areas for all users. The original plan was to have a second floor but cost cuts came into play. Look at the original plans and I think that yo will find the base structure would accommodate another level.
Build a new facility (n=14)
A larger library e.g a bigger building
Dedicated car parking and taking it out of the high school. I like to take the kids but it's very intimidating with high schoolers loitering. I don't believe there are any change tables for babies/toddlers. It's not family friendly for younger families to visit.
Design the library around experiences and activities that will improve the customer journey and maximize the way the library space flexes and functions to meet the customers service needs. separate if from the school, make it for the people not the collections.
Get it out of the school and in a better place geographically Get younger staff who know what they are doing with technology More new books!!! More 'hang out' and study space More parking Merge with something like child health clinic or play group or child care centre
I think the rural area should have its own community library and research centre. It should have its own space; not combined with Taminmin college.
I would like a bigger and more up to date library in the community. I would rather one that isn't within school grounds.
It would be great to have this facility separated from the school, however realising that this would come at a greater cost to rate payers.
Make the library a community library not linked to a school so both groups can fully use the areas. move it to a better location, colocated but not with school. New purpose built facility would be great.
Relocate/expand it. Not enough space or furnishings to set up for my study work. I drive to Palmerston library - an extra 25 minutes each way - as it is impossible to comfortably study, especially when students are using it.
Separate it from the community library. The community is growing and has the community library would be beneficial for so many locals.
Separate it from the school as school classes and individual students impact on accessibility This is especially true at recesses and lunchtimes Continue to tailor collection to needs of rural population Change the unfriendly notice as you enter the car park

separate the community library away from the school, modernize all furniture , fittings, computer access, the collections, train staff to be more customer focussed. Situate a new facility near transport services for day and night, near retail and other service providers. Join with community meeting spaces, art opportunities, gallery displays, small theatre performances. Create a beautiful artistic architectural building that people will want to visit in its own right.
Taminmin need a purpose built library, more staffing and better funding for resources to continue a very excellent service. Taminmin has been in its current position for around 35 years and now needs extra space to expand its service to the community. Youth services - partially captured by students attending College but nothing happenings after school due to lack of staff and resources plus students are bussed home once school finishes - no opportunity for them to stay unless pre-organised for some one to pick them up - better bus service would help. Home Library Service - staff and car to provide a wider service - staff currently using their own vehicles Ability to open longer hours - later than 5pm which is current closing time. Opening time at present is 8.30 which good. Funding to enable more computers for public - no room to do this. Ability to offer more training on a class basis rather than to one. More comprehensive training can be offered and more streamlined. No room to do this. Space to allow public a quiet area to read, study or use their own devices - no room to do this.
Increase access / hours of operation (n=13)
At least allow people after hour access.
Currently i can't return books if the school gates are closed. I have often tried to return books after work and found the gates closed
Extend opening hours on weekdays and weekends. More solo work areas & more group discussion areas. Better computer access. A greater range of audio books for children & teens.
Have more out of hours programs , more community activities in day time
Have Taminmin Community Library visit more remote areas , like Marrakai NT.
Hours of business maybe a little change??
Increasing access hours or online services
Increase open hours- I would go more if it were open longer.
Library hours extended to accommodate the travel most people have to do to get there being that it is a rural service. Not every day just one day open to maybe 8pm.
Library should be available after hours at least twice a week for working people. This would require access to coputers and wifi etc as well. Group meetings could also take place in the evenings.
Maybe open on Sundays.
Stay open for all the general public to have access
The library is currently not open to the public outside of weekday business hours & Saturday mornings due to being located in a school, and due to lack of funding and resources to open outside of these hours. It also lacks resources to advertise its presence to local residents. It has been better at times in the past and you could look back at what has worked over the years, and learn from that. It's time to look at opening & promoting the library to residents outside of school hours, or relocating to a more accessible venue.
Increase space (n=11)
Give them more space. It has a lovely atmosphere and everyone is very friendly. 😊👍
I would extend the library space into the adjoining side room/book room to give more space for library books
Larger area for all using it
Make it less crowded.
More space
More space for events and meetings.
More space required for more books etc. more shelving see above
More space for events and meetings.
Public space
Space away from the students
Space to sit
Other (n=8)
.....
5 characters
Litchfield to take it over
My use of Taminmin library is mainly on a library service to library service basis
Not sure as I have not visited yet!
Only public in the community
The library has little to no facilities and is small and is not current. I travel into Palmerston library.
The only public space in Humpty Doo

Response to Q4, “I would be likely to learn about what is happening in my library if the information was:”

Respondents indicated that their top three channels for library information are: Twitter or Facebook (68%); email (53%); and community noticeboards (48%).

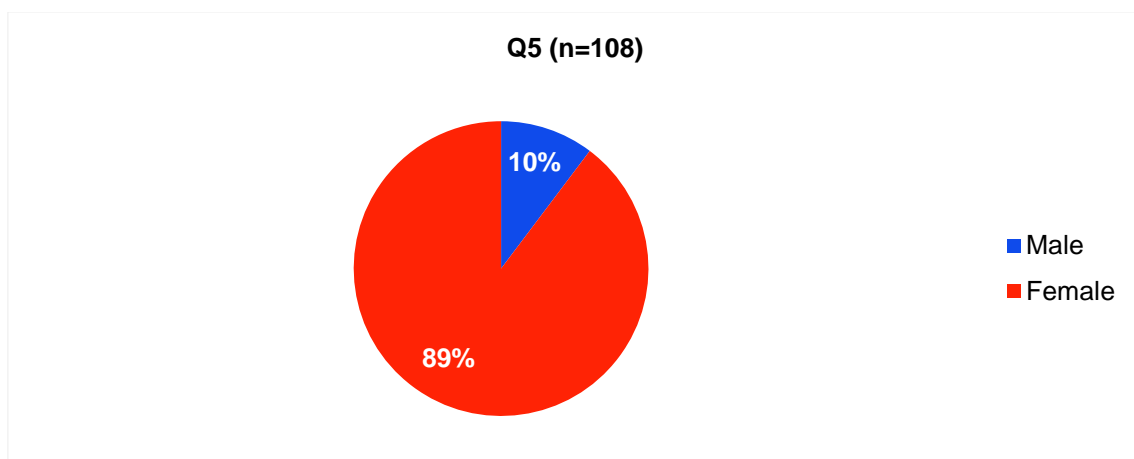


In some other way:

- community tv ads and regular radio segment
- On the radio

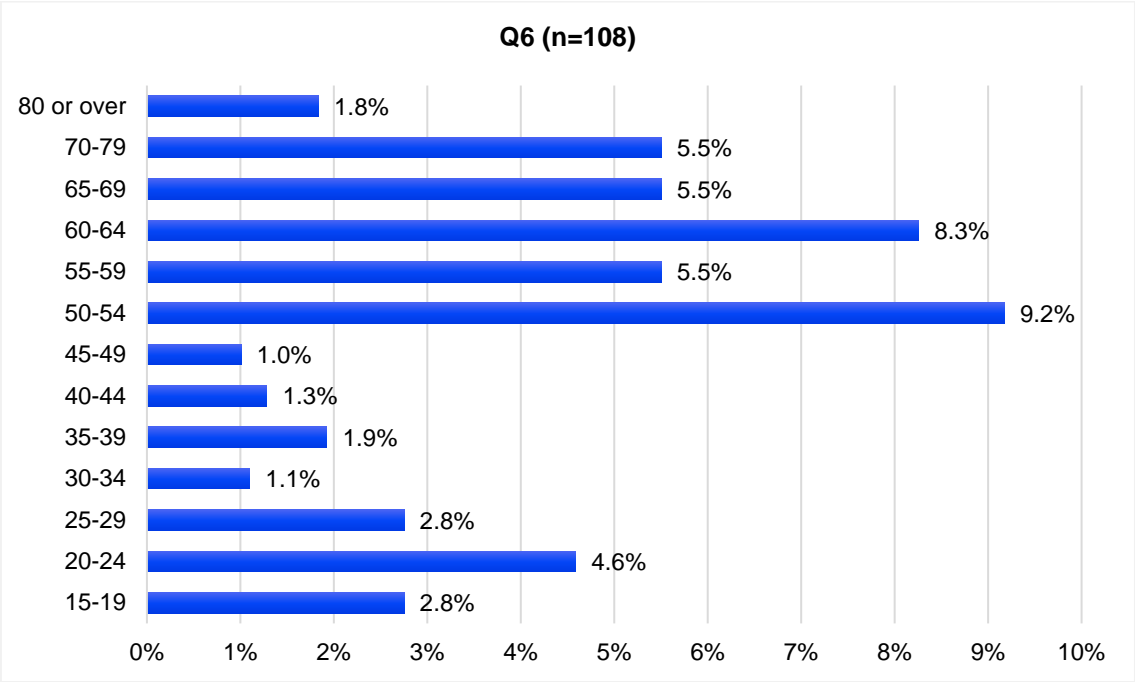
Response to Q5, “I am:”

89% of respondents were female, 10% were male, and 1% identified as 'other'. By comparison, 40.6% of Litchfield's residents are female and 59.4% are male (ABS, 2016). This significant discrepancy may suggest that the Taminmin Community Library is not adequately engaging male residents.



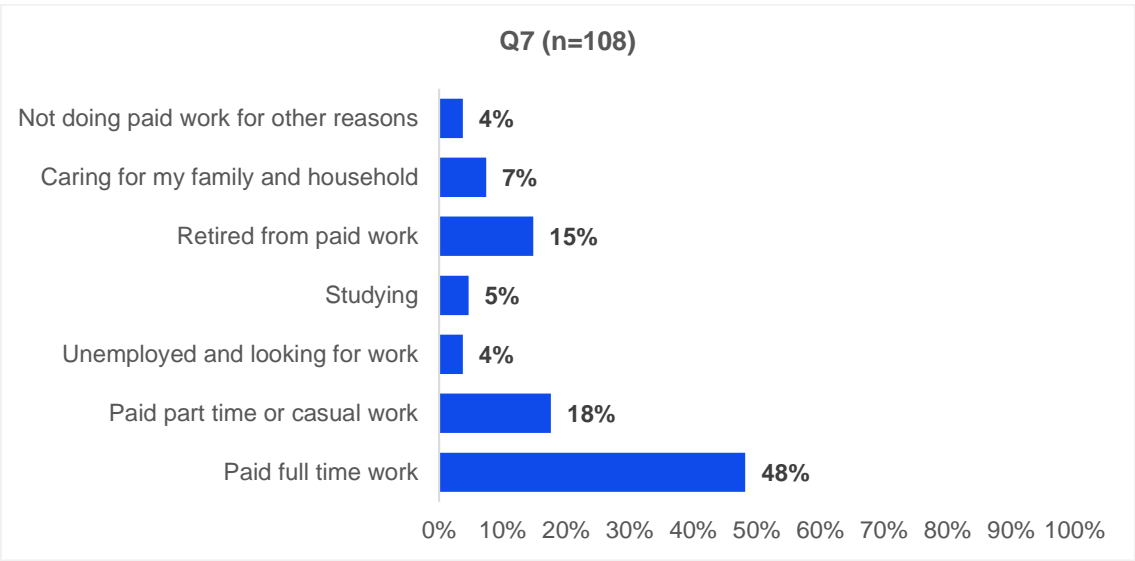
Response to Q6, “I am aged:”

35.8% of respondents were aged 50 or older, and only 5.3% were between the ages of 30 and 49. By comparison, 28.3% of Litchfield’s population is aged 50 or older, and 33.7% are between the ages of 30 and 49 (ABS, 2016). This discrepancy may suggest that the Taminmin Community Library is not adequately engaging residents aged 30 to 49.



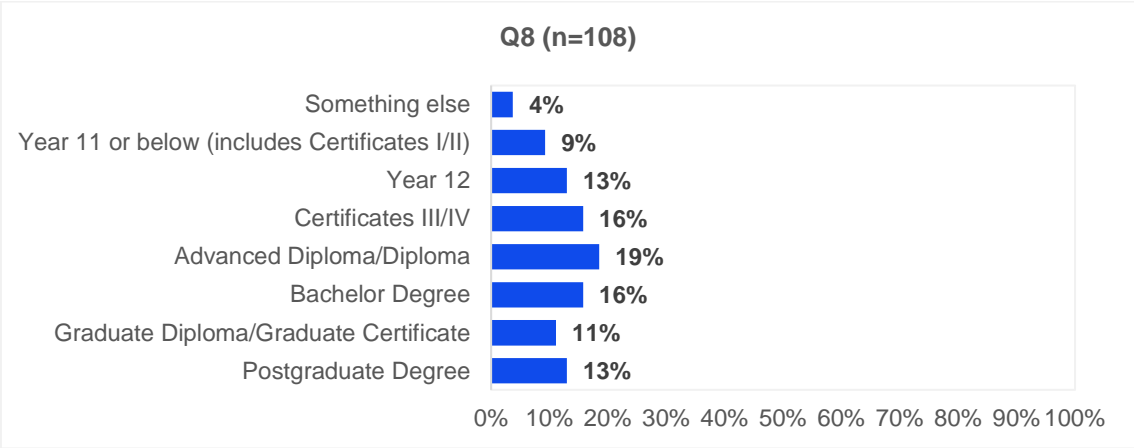
Response to Q7, “My main occupation is:”

Nearly half (48%) of respondents work on a full-time basis. This may contribute to high level of dissatisfaction with afterhours / evening access.



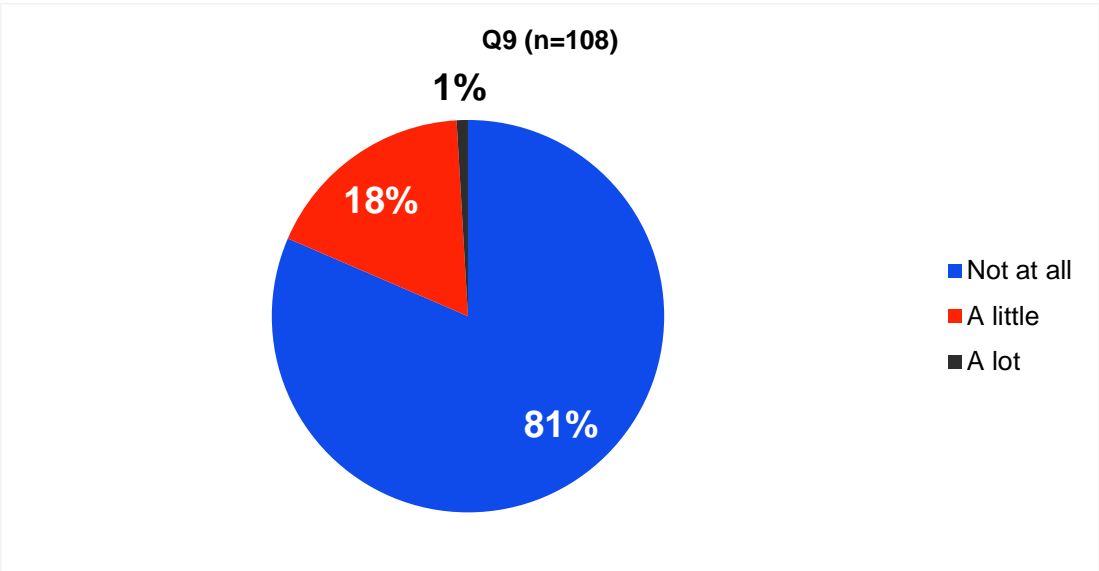
Response to Q8, “The highest level of education I have completed is:”

24% of respondents held a bachelor degree or postgraduate degree. By comparison, only 9.4% of Litchfield’s population holds a bachelor degree or above (ABS, 2016). This discrepancy may suggest that the Taminmin Community Library are significantly more educated than Litchfield’s general population, and the Library is not adequately engaging residents with lower levels of educational attainment.



Response to Q9, “I read in languages other than English:”

81% of respondents do not read in languages other than English at all, and only 1% read in English “a lot”. By comparison, 74.8% of Litchfield residents indicated that English is the only language they speak at home (ABS, 2016). This discrepancy may suggest that the Taminmin Community Library is not adequately engaging with residents of culturally- and linguistically-diverse background. Notably, according to ABS (2016), other languages spoken in Litchfield include: Vietnamese (1.0%); Greek (0.4%); Tagalog (0.4%); Thai (0.3%); and German (0.3%).



Response to Q10, "Is there anything else you would like to tell us about the Taminmin Community Library and its services and facilities? Please write in your answers below."

In closing, respondents provided positive feedback (n=27) and made suggestions for improvement (n=16). The suggestions for improvement triangulate the other survey findings.

Positive feedback (n=27)
Friends of the Taminmin Library FOTL. are an active group supporting the library in the service of its community programs. They raise funds to assist the library with the programs and conduct programs with other community groups Also do volunteer work within the library and generally assist library staff when required To my knowledge FOTL are the only group of this type in the Territory Very valuable group
good luck, thank you for asking my opinion.
Great library
Great staff
Great staff great facilities
Great staff very helpful
I find the staff extremely helpful and patient when locating books and giving advice regarding facilities available.
I have been a member of Taminmin Library for over 25 years and have always loved its friendliness, service, the kids activities, seniors morning teas, book selection and computer/printing facilities. It is a vital part of the Humpty Doo community. Kids wait after school for parents to pick them up there & go there on school holidays to use the games, etc.
I like Taminmin Library
I think that the staff there are very friendly and helpful. I mostly go for story time and would be very upset if it was changed or taken away
I'm glad we have a public library. I have always used libraries, and so do my children. Reading and a love of books is essential.
It is a fabulous service, a much loved community asset and is ideally positioned. The value of this community asset and most importantly the community feeling about our library should not be underestimated by Council and NT Library.
It is a good facility. It is good for the elderly to get together monthly. It is good for the young children and parents to learn and socialise. I love the focussed talks on our local people and history, unfortunately I cannot attend as it is during work hours, perhaps there could be two events, one after hours.
It is a very useful service. Please assist it to stay on as part of the Community forever.
It's a local treasure and very useful resource for me.
It's great and appreciated. I'm looking forward to bringing my grandson to the Littlies mornings!
its a great facility but needs more space to expand its services
Its a great service that needs to stay in the rural area, however so that it can be used properly by community it needs to be separated from Taminmin College. Like wise, the students need an area that they can access at all times, with out the limited area in the library being used for community groups.
Keep up the really good work that you do now
Love the library. Thanks
Love the staff. A little bit overwhelming if you need to use it during school terms. More parking for library users during school hours.
TCL has been providing an essential service to the school and community for 35 years. May it continue to do so for another 35 years!
Thank you for service to date
The staff are friendly & helpful
The staff are great.
We need the library there is nothing else
Wonderful local staff
Suggestions for improvement (n=16)
Automated doors would be incredibly helpful!
Car parking can be a challenge and I tend to use Palmerston these days as it's open on the weekends but I prefer Taminmin's Children's book selection. My son and I really enjoyed going to story time with Julie she was amazing, I meet new friends and got much needed support it became my mothers group. I did also try Palmerston but found it too big and the staff quality was no where near as good as at Taminmin.
Ensure that it continues to be a valued community space and asset by financial and verbal support

Give us more parking please
Given the resourcing, I think the Taminmin Community library does a great job, however the rural area has grown substantially over the past number of years and I think it is time for a re-think about the library services offered to the rural community at large.
I love this library however if it was decided to change it or relocate it I would support this as the rural area must have a library service.
More open and new ideas
More programs
Oh and coding workshops for kids and teens just as other council libraries hold.
Some people work full time and study, having a place to go away from home after hours to study might help.
Taminmin Library has provided remote a postal service to remote areas of the NT, and a housebound service to local residents who can't get to the library for health reasons. Both services fluctuate in effectiveness with funding, staffing and staff access to a work car in a rural area. Mostly staff use their own vehicles and their own time to visit housebound clients and the Humpty Doo Post Office for parcels.
The current library staff do an amazing job with what they have to work with. We might be rural but the best modern library/research space would be nice and our Litchfield history needs to be preserved.
The Litchfield collection needs to be respectfully displayed, maintained and promoted as a historical gem not left in a back room in boxes. It could take up an entire floor of a multi story building dedicated to the arts, community gatherings, and library resources and activities. I see the Litchfield Collection as the main driver for an attractive building in which to house it. A beautiful building to celebrate our history well into the future. plenty of parking to encourage tourists to stop awhile with their vans, trailers etc. and of course easy all weather access for locals. A building responsive to our climatic changes - places to sit outside in gardens during the Dry and the necessary aircon for the buildup and WET.
The local community needs this because of there nothing for the kids. but if the library is by its self with lots of parking more people will come
The staff at Taminmin Community Library provide a very needed service to the extremely wide and varied community that they serve. This is a much needed library for mums and babies who wish to introduce their child to literacy and numeracy at an early age, who socialise with mums not having the closeness an urban area brings, children before they actually go to school again with literacy and numeracy skills being brought into their lives. Seniors who really need a place in the rural area to meet, talk and know that they're not alone, have talks organised to engage them, meet to keep their brains active with Alzheimer Association and also they are also needed within the community. There are still people who do not have any easy way to get to the Library so a mobile service would be an excellent addition to the library's current service to the community Taminmin Community Library is a very much needed service one that I would like to see continue in a new building that would serve the community for years to come
This library is essential for my children. They're borrowing books all the time and we need our children to be reading! Sometimes I get a little frustrated as my 8 year old son does not like fantasy/magic/sci fi and I'm finding the choices for him are slim.
No further comment (n=2)
no
Not at this point of time
Other (n=1)
Council should focus on roads reserves and rubbish. NTG should provide Litchfield residents with the same level of library services as they do in other centres



Appendix B. Community Survey Instrument

Litchfield Council is undertaking a needs study of library services, to identify the community's needs and aspirations for future library services.



We'd be grateful for your views!

TAMINMIN COMMUNITY LIBRARY

QUESTIONNAIRE

HOW TO FILL IN THE QUESTIONNAIRE

Thank you for agreeing to help us learn about your experience using library services.

Your answers are completely anonymous and cannot be linked to you in any way that can identify you.

Please answer the following questions by putting an "X" in the box for the answer or answers that come closest to your opinion, or by writing your answer in your own words in the box provided.

You should find at least one response that fits you for each item. Only leave an item blank if absolutely all the responses shown would be seriously misleading.

If you need to change an answer please fill in the box you marked at first and want to change.

OVERALL USE AND ACCESS

Q1A. The last time I visited Taminmin Community Library or used any of its services (including the website and online services) was:

[PLEASE MARK "X" FOR THE FIRST REPLY THAT FITS FOR YOU]

- | | | |
|--------------------------|---|-----|
| <input type="checkbox"/> | In the last six months | [1] |
| <input type="checkbox"/> | More than six months ago, but in the last year | [2] |
| <input type="checkbox"/> | More than one year ago, but in the last three years | [3] |
| <input type="checkbox"/> | More than three years ago | [4] |
| <input type="checkbox"/> | Have never used the library or any of its services | [5] |

Q1B. In the last year, I have usually visited Taminmin Community Library or used one of its services (including its website and online services):

[PLEASE MARK "X" FOR THE FIRST REPLY THAT FITS YOU BEST]

- | | | |
|--------------------------|--------------------------------|-----|
| <input type="checkbox"/> | More than once a week | [1] |
| <input type="checkbox"/> | About once a week | [2] |
| <input type="checkbox"/> | Two or three times a month | [3] |
| <input type="checkbox"/> | About once a month | [4] |
| <input type="checkbox"/> | Once every two to three months | [5] |
| <input type="checkbox"/> | Two to three times in the year | [6] |

SERVICE-SPECIFIC USE AND ACCESS

Q2A. In the last year, I have usually visited or used:

[PLEASE MARK "X" FOR ALL THAT APPLY]

- | | | |
|--------------------------|--|-----|
| <input type="checkbox"/> | Taminmin Community Library | [1] |
| <input type="checkbox"/> | Palmerston Library | [2] |
| <input type="checkbox"/> | Darwin City Library | [3] |
| <input type="checkbox"/> | The home library service | [4] |
| <input type="checkbox"/> | Online services e.g. website, online catalogue, online reservations | [5] |
| <input type="checkbox"/> | None of these | [6] |
| <input type="checkbox"/> | Don't need to get to a library – the online services give me what I want | [7] |

Q2B. If you visit the Palmerston Library or Darwin City Public Library, why do you choose to visit it over the Taminmin Community Library?

Q2C. To access library services, I am willing to travel:

[PLEASE MARK "X" FOR THE FIRST REPLY THAT FITS YOU BEST]

- | | | |
|--------------------------|----------------------|-----|
| <input type="checkbox"/> | Less than 10 minutes | [1] |
| <input type="checkbox"/> | 10-20 minutes | [2] |
| <input type="checkbox"/> | More than 20 minutes | [3] |

Q2D. Ideally, I would like library services to be co-located with:

[PLEASE MARK "X" FOR ALL THAT APPLY]

- | | | |
|--------------------------|--|-----|
| <input type="checkbox"/> | A café | [1] |
| <input type="checkbox"/> | A crèche (a childcare centre) | [2] |
| <input type="checkbox"/> | A school | [3] |
| <input type="checkbox"/> | Other community amenities and services | [4] |
| <input type="checkbox"/> | Retail | [5] |
| <input type="checkbox"/> | Nothing | [6] |

OPINIONS ABOUT SERVICES

Q3A. How important is it to you that a local library provides the following services?

[PLEASE MARK 'X' IN ONE BOX ON EACH ROW]

	Very important [1]	Important [2]	A little important [3]	Not important [4]
Activities, events and programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Classes and other training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities to meet others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Books	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local history	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CDs / DVDs / Audio books	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computers / WiFi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online resources (including eBooks)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Space for work and business meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Space to do my own thing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
After hours / evening access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3B. How satisfied are you with the following the Taminmin Community Library's services?

[PLEASE MARK 'X' IN ONE BOX ON EACH ROW FOR SERVICES WITH WHICH YOU'RE FAMILIAR – LEAVE OTHERS BLANK]

	Very satisfied [1]	Satisfied [2]	A little satisfied [3]	Not satisfied [4]
Activities, events and programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Classes and other training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities to meet others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Books	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local history	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CDs / DVDs / Audio books	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computers / WiFi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Online resources (including eBooks)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Space for work and business meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Space to do my own thing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
After hours / evening access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3C. What would you do to improve the Taminmin Community Library and its services?

SOURCES OF INFORMATION

Q4. I would be likely to learn about what is happening in my library if the information was:

[PLEASE MARK 'X' IN THE BOX FOR ALL THOSE THAT WOULD BE LIKELY TO REACH YOU]

<input type="checkbox"/> Sent by email [1]	<input type="checkbox"/> In a school newsletter [9]
<input type="checkbox"/> Sent by SMS [2]	<input type="checkbox"/> In advertising in the Library [10]
<input type="checkbox"/> In the local paper [3]	<input type="checkbox"/> On community notice boards [11]
<input type="checkbox"/> On council's website [4]	<input type="checkbox"/> Spread by library staff [12]
<input type="checkbox"/> On flyers and posters [5]	<input type="checkbox"/> In some other way [DESCRIBE] [13]
<input type="checkbox"/> On twitter or Facebook [6]	
<input type="checkbox"/> On a smart phone app [7]	<input type="checkbox"/> None of these would reach me [14]
<input type="checkbox"/> In a library newsletter [8]	<input type="checkbox"/> I do not need this information [15]

PERSONAL CHARACTERISTICS

Q5. I am: (MARK "X" FOR ONE ANSWER)

- ☐ Male ☐ Female ☐ Other

Q6. I am aged: (MARK "X" FOR ONE ANSWER)

- ☐ Under 15 ☐ 15-19 ☐ 20-24 ☐ 25-29 ☐ 30-34 ☐ 35-39
☐ 40-44 ☐ 45-49 ☐ 50-54 ☐ 55-59 ☐ 60-64 ☐ 65-69
☐ 70-79 ☐ 80 or over

Q7. My main occupation is: (MARK "X" FOR ONE ANSWER)

- ☐ Paid full time work [1]
☐ Paid part time or casual work [2]
☐ Unemployed and looking for work [3]
☐ Studying [4]
☐ Retired from paid work [5]
☐ Caring for my family and household [6]
☐ Not doing paid work for other reasons [7]

Q8. The highest level of education I have completed is: (MARK "X" FOR ONE ANSWER)

- ☐ Postgraduate Degree [1]
☐ Graduate Diploma / Graduate Certificate [2]
☐ Bachelor Degree [3]
☐ Advanced Diploma / Diploma [4]
☐ Certificate III/IV [5]
☐ Year 12 [6]
☐ Year 11 or below (includes Certificates I/II) [7]
☐ Something else [8]

Q9. I read in languages other than English: (MARK "X" FOR ONE ANSWER)

- ☐ Not at all [1]
☐ A little [2]
☐ A lot [3]

Q10. Is there anything else you would like to tell us about the Taminmin Community Library and its services and facilities? Please write in your answer below.

THANK YOU

That is the end of the questions.



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